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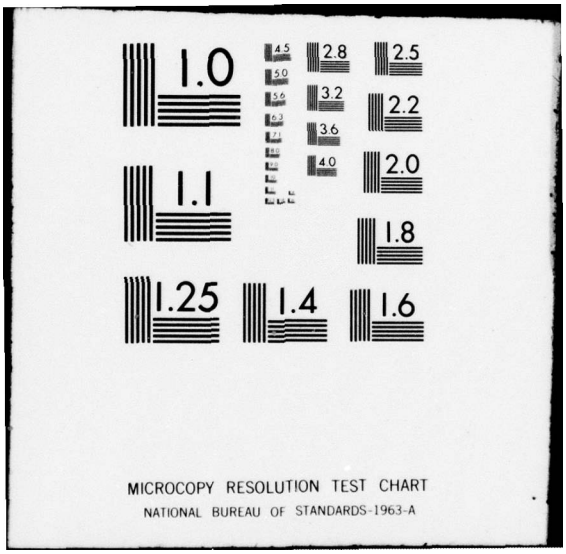
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Force Structure and Manpower Management Study

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FINAL REPORT

SUPPORT OF FORDIMS DESIGN, DEVELOPMENT, AND IMPLEMENTATION DURING CALENDAR YEAR 1978

December 1978

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OPERATIONS ANALYSIS GROUP

GENERAL RESEARCH CORPORATION

A SUBSIDIARY OF FLOW GENERAL INC.

7655 Old Springhouse Road, McLean, Virginia 22102

Submitted to:

Force Management Directorate
Office of the Deputy of Staff for Operations and Plans
Department of the Army, The Pentagon
Washington, D.C. 20310

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Report CR-232

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Force Structure and Manpower Management Study

FINAL REPORT

SUPPORT OF FORDIMS DESIGN, DEVELOPMENT, AND IMPLEMENTATION DURING CALENDAR YEAR 1978

By:

Harold K. Roach
Charles R. Darby
Donald J. Herman

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December 1978

Submitted to:

Force Management Directorate
Office of the Deputy Chief of Staff for Operations and Plans
Department of the Army, The Pentagon
Washington, D.C. 20310

Attention:

LTC R. J. Schmiedekamp
FORDIMS Work Group Chairman

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REPORT DOCUMENTATION PAGE

READ INSTRUCTIONS BEFORE COMPLETING FORM

1. REPORT NUMBER: CR-232	2. GOVT ACCESSION NO.
3. RECIPIENT'S CATALOG NUMBER	
4. TITLE (and Subtitle): FORCE STRUCTURE AND MANPOWER MANAGEMENT STUDY: Support of FORDIMS Design, Development, and Implementation During Calendar Year 1978	5. TYPE OF REPORT & PERIOD COVERED: Final Report Jan-Dec 1978
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Manpower Management
Guidance Tracking
Army Force Program (AFP)
Force Development Integrated Management System (FORDIMS)
Force Development Management Information System (FDMIS) (Cont'd)

20. ABSTRACT (Continue on reverse side if necessary and identify by block number)

During the period from January through December 1978, the Force Structure and Manpower Management Study conducted for the Department of the Army by the General Research Corporation had the overall objective of supporting the design, development, and implementation of the Force Development Integrated Management System (FORDIMS).

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Block 19 continued:

Vertical Force Development Management Information System (VFDMIS)
Force Accounting System (FAS)
The Army Authorization Documents System (TAADS)
Vertical The Army Authorization Documents System (VTAADS)
Command Plan
Program and Budget Guidance (PBG)
Civilian Budget System (CBS)

Block 20 continued:

This one-volume Final Report:

a. Summarizes the work performed pursuant to the contract on the following nine major contractual tasks; (most of which had several subtasks):

Task

A Reconcile Data in Currently Used FDMIS in Preparation for P/BS and FSS

B Plan, Coordinate, and Participate in Activation of the FORDIMS P/BS and FSS

C Prepare Draft Volumes I and II of the FORDIMS User's Guide

D Develop and Conduct an Orientation Training Program for Functional Users of the FORDIMS P/BS and FSS

E Assist in Resolution of Problems Associated with Functional User Aspects of System Design and Development

F Assist in Resolution of Functional User's Operational Problems with FORDIMS

G Plan, Coordinate, and Participate in the Development of Guidance Tracking

H Develop a Chief of Staff Regulation (CSR) Covering Army Staff Responsibilities for FORDIMS

I Define and Develop Policies Relative to the Army Master (M) Force and the Five Year Defense Program (FYDP) Force

b. Highlights significant areas of the study; and

c. Makes recommendations, where appropriate, for future work in this area.

PREFACE

This Final Report covers work performed by the General Research Corporation on contract number MDA903-76-C-0115 during the period from 1 January thru 31 December 1978. Three separate contract deliverables are included in this report:

(1) The report itself (contract item 0002AV)

(2) Appendix A, which contains a proposed CSR covering ARSTAF responsibilities for FORDIMS (contract item 0002AW)

(3) Appendix B, which contains proposed definitions and policies relative to the Army Master (M) Force and the Five Year Defense Program (FYDP) Force (contract item 0002AX)

In accordance with the contract work statement, this report summarizes work performed pursuant to Tasks A thru I of Article F-3.E; highlights significant areas; and makes recommendations, where appropriate, concerning future work in this area. Work performed which is not easily assignable to one of the specific subtasks of the nine contract tasks (A thru I) is covered in Section 11.

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Section 1
INTRODUCTION

1.1 CONTRACT HISTORY

The Department of the Army has modified and extended the General Research Corporation's contract for the Force Structure and Manpower Management Study (contract number MDA903-76-C-0115) several times to cover both new and revised work requirements. Consequently, this report is the third annual "Final Report" submitted on this contract to date. It covers the third full year of the contract (contract modifications P00005 and P00006). It should be noted that contract modification P00007, which covers work to be done during calendar year 1979, was signed on 29 September 1978; however, this future work is not the subject of this report, which covers work accomplished during calendar year 1978.

For those who are unfamiliar with the history of this contract, subparagraphs 1.1.1 and 1.1.2 provide very brief descriptions of the work covered in the two earlier Final Reports (dated October 1976 and December 1977). Table 1 lists all modifications signed to date and the periods covered.

Table 1
CONTRACT MODIFICATIONS AND PERIODS COVERED

Contract/Modifications	Period of Performance
Basic contract and Mod. P00001	3 Nov 75 - 31 Oct 76*
Mod. P00002 thru Mod. P00004	1 Nov 76 - 31 Dec 77†
Mod. P00005 and Mod. P00006	1 Jan 78 - 31 Dec 78§
Mod. P00007	1 Jan 79 - 31 Dec 79

*Covered by October 1976 Final Report.
†Covered by December 1977 Final Report.
§Covered by this Final Report.

1.1.1 Basic Contract and Modification P00001 (Nov 75 thru Oct 76)

The basic "Force Structure and Manpower Management Study" conducted for the Department of the Army by the General Research Corporation during the period from November 1975 through October 1976 had overall objectives of:

- Recommending and assisting in implementing near-term improvements to the Army manpower management system
- Recommending long-term improvements to that system

The first year of this study project was divided into the following four phases, all under the guidance of an Army Staff (ARSTAF) PROBE Steering Committee Working Group:

Phase I - Functional Research

A 60-day effort which included collection and abridgement of pertinent directives, in-depth interviews with ARSTAF manpower managers, and documentation of the day-to-day activities involved in programing and budgeting military and civilian manpower.

Phase II - Management Information Systems (MIS) Research

A second 60-day effort which included documentation of three recent examples of typical manpower programing and budgeting actions, and a detailed examination of the eight automated systems which support manpower management at HQDA.

Phase III - Near-Term Analysis and Recommendations

A third 60-day phase which involved an analysis of Phase I and II findings and the development and presentation of 14 specific problem areas with recommendations for near-term improvements in each.

Phase IV - Long-Term Improvements

This phase was allotted 180 days for monitoring and assisting in implementing approved Phase III recommendations for near-term improvements, and continued research to develop recommendations concerning long-term measures for improving HQDA manpower management functional procedures,

MIS capabilities, and organizational structures.

Table 2 lists the study reports submitted during the first year of the contract and provides an indication of their contents.

1.1.2 Contract Modifications P00002 thru P00004 (Nov 76 thru Dec 77)

During the 14-month period from November 1976 thru December 1977, covered by contract modifications P00002 thru P00004, the GRC Team supported initial HQDA efforts to design, develop, and implement a new automated system known as the Force Development Integrated Management System (FORDIMS). A Final Report dated December 1977 describes the work performed by GRC on this contract from November 1976 thru December 1977 in some detail.

Effective with Mod. P00002, ARSTAF responsibility for the GRC contract was transferred from OCSA to ODCSOPS; however, the work performed under modifications P00002 thru P00004 was sequential to the work performed under the basic contract and Mod. P00001.

1.2 SUPPORT OF FORDIMS DEVELOPMENT

1.2.1 Background

Findings of two fiscal year 1976 studies on Army manpower management indicated that automated support of HQDA manpower management must be improved. Accounting for manpower authorizations and changes to those authorizations in the detail required by OSD, OMB, and the Congress has become virtually impossible without efficient computer support. Military and civilian manpower authorizations must be accounted for in terms of required, authorized, and actual strengths by fiscal year (e.g., the prior, current, budget, and program fiscal years) in literally thousands of different aggregations, including the following diverse types:

Table 2

FORCE STRUCTURE AND MANPOWER MANAGEMENT STUDY REPORTS (1976)

Phase	Volume	Report Title	Date	Indication of Contents
I	I	CURRENT FUNCTIONAL PROCEDURES FOR MANPOWER MANAGEMENT	Jan 76	Describes HQDA organization and procedures for managing military and civilian manpower.
	II	HANDBOOK OF REGULATORY AND DIRECTIVE AUTHORITIES ASSOCIATED WITH ARMY PROGRAMMING AND BUDGETING OF MILITARY AND CIVILIAN MANPOWER	Jan 76	Contains abridgements of 75 public laws, DOD Directives, CSRs, ARs, and other OMB, OSD, JCS, and DA documents. Retains as much of each document as contributes materially to an understanding of Army manpower management.
	IIA	APPENDIXES TO VOLUME II (bound separately)	Jan 76	Traces authorities and responsibilities, and identifies inconsistencies in directives.
II	I	MANPOWER MANAGEMENT ACTION CASE STUDIES	Mar 76	Contains sequential descriptions and chronological records of 3 manpower actions processed by the HQDA Staff.
	II	MANAGEMENT INFORMATION SYSTEMS SUPPORT OF MANPOWER MANAGEMENT	Mar 76	Describes principal MIS supporting HQDA manpower management (FAS, TAADS, SACS, AFP, CBS, CSFOR-78, SAMS Control-Military, and FYDP).
	III	HQDA STANDARD MANPOWER MANAGEMENT REPORTS	Mar 76	Provides an index, description, and example of 99 standards MIS reports used at HQDA.
III		NEAR-TERM ANALYSIS AND RECOMMENDATIONS	May 76	Identifies 14 specific manpower management problems and provides facts, discussion, and recommendations for each.
Mid-Project Report		STATUS OF PHASE IV TASKS	Aug 76	Covers work completed, in process, and planned during Phase IV thru July 76.
IV		FINAL REPORT	Oct 76	Covers the entire project. Describes work done on each contract task. Includes 14 specific recommendations and an Implementation Plan.
		OTHER GRC TEAM PUBLICATIONS IN 1976		
		Proposed AR, subject: The Army Force Program	Oct 76	Establishes the purpose, applicability and objectives of the Army Force Program. Prescribes policies, responsibilities, formats, and procedures for the management of Army organizations and their military and civilian manpower resources in accordance with the Army Force Program.
		SOP for the Preparation and Processing of AFP Transaction Sheets (DPS Form 2)	Oct 76	Prescribes policies, responsibilities, and procedures pertaining to the preparation and processing of AFP Transaction Sheets.

Component (6 components)
Operating Agency (50+ agencies)
M Command (250+ commands)
Major Command (35+ commands)
Unit Identification Code (12,000+ UICs)
Army Management Structure Code
Program Element
Subprogram
Program
Appropriation
Defense Planning and Programing Category (DPPC)
Army Management Headquarters Activity (AMHA)
Country (150)
Installation
Military Identity (OFF, WO, EM)
Civilian Identity (USDH, FNDH, IDH)
Civilian Type (25+)
Full Time Permanent (FTP) Civilian
Grade
Branch
MOS

Many of these aggregations are interrelated in millions of combinations. In addition to accounting for authorizations by these combinations, the Army must have a capability to account for changes in authorizations by "reason for change."

HQDA currently uses at least eight different management information systems (MIS) to account for manpower authorizations. These systems are used for related purposes in planning, programing, and accounting for manpower, but they are maintained and updated by different proponents at different times using different data sources and they lack an integrated data base. Consequently, there is a redundancy of data in the several systems which results in inconsistencies in information reported to OSD, OMB, and the Congress. Further, the current MIS do not serve all ARSTAF needs and an enormous amount of manual bookkeeping is required.

In order to correct the situation describe above, at the request of

the Director of Army Automation (DAA), the US Army Management Systems Support Agency (USAMSSA) initiated a system design and development project called the Force Development Integrated Management System (FORDIMS) Project. When completed, FORDIMS will integrate the files of the AFP, CBS, FAS, and TAADS systems using the TOTAL data base management system (DBMS) to provide a single source of input for each data element, and to provide the basis for improved force and manpower management accounting and reporting at HQDA. FORDIMS will, if properly designed and implemented, overcome many of the deficiencies which were reported in both of the studies mentioned above.

1.2.2 System Development Tasks

In order to realize maximum benefits from FORDIMS, it was recognized that, as a minimum, the following essential tasks must be completed:

a. The data bases of the current AFP, CBS, FAS, and TAADS systems must be reconciled with each other and with previous PBG, Budget, and FYDP submissions prior to system initialization. This reconciliation is complicated by the many different manpower aggregations held in each system and submitted in recent reports.

b. A FORDIMS Implementation Plan must be prepared and executed. As a minimum, this plan must cover the initialization of FORDIMS files using data from the reconciled data bases, conduct of FORDIMS operations parallel with normal operations using current FDMIS systems, conduct of initial system tests by comparing FORDIMS-produced reports with reports obtained from current MIS and manual operations, and transfer of manpower management support from current systems and manual operations to FORDIMS.

c. A comprehensive FORDIMS User's Guide for use by all functional users of FORDIMS is required. This user's guide must cover the Program/Budget Subsystem (P/BS), the Force Structure Subsystem (FSS), and the Authorizations Subsystem (AS).

d. Procedural training in the use of FORDIMS is required for functional personnel involved with manpower management at HQDA.

e. A methodology for establishing and maintaining an audit trail which will enable HQDA to identify the nature of and reasons for changes in Army force structure, manpower, and related funds from one point in time to another, and to verify the status of field implementation of directed changes at the level of detail necessary to satisfy HQDA management and higher authority reporting requirements must be developed, adopted, and implemented.

f. Throughout the period of FORDIMS design and development, the detailed requirements of functional users must be identified and clearly explained to USAMSSA system designers to ensure that the new system will completely satisfy their needs.

In addition to the above, the developing Vertical Force Development Management Information System (VFDMIS) must be monitored and analyzed to assure that maximum advantage is taken of everything that has been learned during the development of FORDIMS. (VFDMIS is a more advanced, follow-on system which is being designed and developed by the Computer Systems Command and will eventually replace FORDIMS.)

1.2.3 Contractual Tasks

To support the design, development, and implementation of FORDIMS and assure the timely completion of the system development tasks outlined in paragraph 1.2.2, above, the GRC Team has been assigned corresponding tasks. The contractual tasks, subtasks, and accomplishments during the first 14 months of this FORDIMS-support effort are documented in the December 1977 Final Report.

The nine major contractual tasks for 1978 are listed in Table 3. Each of these contractual tasks is quoted and discussed by subtask in a separate section of this report (shown in Table 3).

Table 3

1978 CONTRACT TASKS

Task		Section
A	Reconcile Data in Currently Used FDMIS in Preparation for P/BS and FSS Implementation	2
B	Plan, Coordinate, and Participate in Activation of the FORDIMS P/BS and FSS	3
C	Prepare Draft Volumes I and II of the FORDIMS User's Guide	4
D	Develop and Conduct an Orientation Training Program for Functional Users of the FORDIMS P/BS and FSS	5
E	Assist in Resolution of Problems Associated with Functional User Aspects of System Design and Development	6
F	Assist in Resolution of Functional User's Operational Problems with FORDIMS	7
G	Plan, Coordinate, and Participate in the Development of Guidance Tracking	8
H	Develop a Chief of Staff Regulation (CSR) Covering Army Staff Responsibilities for FORDIMS	9
I	Define and Develop Policies Relative to the Army Master (M) Force and the Five Year Defense Program (FYDP) Force	10

1.3 DESIGN AND DEVELOPMENT SLIPPAGES

For the most part, the contract tasks covered in this Final Report are directly related to the design and development of FORDIMS by USAMSSA. Consequently, the timely completion of all work projected to be done by the GRC Team in support of FORDIMS design, development, and implementation during 1978 was predicated on the assumption that the USAMSSA FORDIMS Development Team would adhere to their "current" (when each modification

was signed) schedule for FORDIMS development.

Since work on Mod. P00005 was initiated in January 1978, USAMSSA's scheduled dates for completion of one month of parallel operations with the Program/Budget Subsystem (P/BS) and the Force Structure Subsystem (FSS), production of the 12 new reports recommended by GRC (which have been translated into 21 new reports by USAMSSA), and initiation of guidance tracking have slipped several times. In December 1978 the USAMSSA FORDIMS Development Team advised the FORDIMS Work Group that additional slippages in the FORDIMS development schedule will be announced early in 1979. All slippages announced by USAMSSA during 1978 are shown in Table 4.

After Mod. P00005 was signed, the slippages shown in Table 4 occurred. As a result, the GRC Team was forced to reschedule their planned tasks, add some new tasks, and defer completion of a number of tasks to 1979 (e.g., completion of the P/BS and FSS User's Guide was slipped to 1979). In view of the slippages, Mod. P00006 recognized the practical impossibility of completing all work originally envisioned in Mod. P00005 for completion in 1978. However, throughout 1978 assigned GRC Team members continued to apply their full time and attention to the solution of both FORDIMS and FORDIMS-related problems (e.g., the maintenance and use of the AMSCO Data Base, an SOP for maintenance of the Master Force, definition of ARSTAF manpower management responsibilities, assistance to the VFDMIS Branch of the US Army Computer Systems Command, and many similar actions).

1.4 FUTURE WORK UNDER THIS CONTRACT

As noted in paragraph 1.1, contract modification P00007, which covers work to be done during calendar year 1979, was signed on 29 Sep 78. The second paragraphs in Sections 2 thru 11 of this report (2.2., 3.2, 4.2,

Table 4

FORDIMS DESIGN AND DEVELOPMENT SLIPPAGES DURING 1978

Contract Modification Number	Date of USAMSSA's Schedule	Schedule Called for Completion of Parallel Operations by: P/BS	FSS	AS	Production of Twelve* New Reports	Completion of Guidance Tracking
P00005	Sep 77	Sep 78	Aug 78	(Completed in 1977)	Sep 78	Nov 78
P00006	Aug 78	Mar 79	Jan 79		Mar 79	Apr 79
	Jan 79†	†	†		†	†
Slippage (months) thru Dec 78 from USAMSSA schedule used for P00005		6	5		6	5
Months beyond completion of work on P00006 (i.e., beyond 31 Dec 78)		3	1		3	4

*The 12 basic reports designed by the GRC Team (listed in Oct 76 Final Report) have been equated to 21 separate reports by the USAMSSA FORDIMS Development Team.

†USAMSSA representatives have informally advised the FORDIMS Work Group Chairman that a new FORDIMS schedule which includes significant additional slippages will be published by USAMSSA early in 1979. No estimates of these slippages could be obtained prior to the publication of this report.

etc.) summarize the work remaining to be done in each of the 1978 task areas. For convenience of reference, the eight major contract tasks for 1979 (from Mod. P00007) are listed in Table 5.

Table 5

1979 CONTRACT TASKS

Task	
A	Complete Reconciliation of Data in Preparation for FSS Implementation
B	Plan, Coordinate, and Participate in Activation of the FORDIMS P/BS and FSS
C	Finalize Volumes I, II, and III of the FORDIMS User's Guide
D	Develop and Conduct Orientation Training for Functional Users of the FORDIMS P/BS and FSS
E	Assist in Resolution of Problems Associated with Functional User Aspects of System Design, Development, and Operational Use
F	Plan, Coordinate, and Participate in Implementation of Guidance Tracking and the Achievement of FORDIMS Subsystem Balance
G	Assist in Resolution of Problems Associated with Functional User Aspects of System Design and Development of VFDMIS
H	Examine the Relationships Between the Final Implemented Version of FORDIMS and the Design and Development Concepts of VFDMIS and Develop a Plan for Functional Transition from FORDIMS to VFDMIS

As a matter of information, Tasks G and H for 1979 pertain to the Vertical Force Development Management Information System (VFDMIS), which is being designed and developed by the US Army Computer Systems Command (USACSC) as the follow-on or successor system to FORDIMS.

Section 2

TASK A - RECONCILE DATA IN CURRENTLY USED FDMIS IN PREPARATION FOR P/BS AND FSS IMPLEMENTATION

2.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task A includes three subtasks, quoted in the next three subparagraphs. A summary of the work performed by the GRC Team during 1978 follows each subtask. The basic Task A contract statement is quoted below:

> *"This task involves (a) completing the reconciliation of manpower data in AFP and CBS in order to establish the initial data base for the FORDIMS P/BS, and (b) developing a plan for and beginning the reconciliation of data in the new FORDIMS P/BS and the FAS as a basis for establishing the initial FSS data base."*

2.1.1 Subtask A.1

> *"Complete reconciliation of civilian authorized end strengths and full time permanent and manyear authorizations in the AFP and CBS as of the January 1978 President's Budget to provide reconciled data for initializing the P/BS data base. This reconciliation, which will be made by AMSCO, subprogram, program, and appropriation, by fiscal year and RCOMD (OPAGY and MCOMD), and by total Army, will require the following steps:*
>
> - *Obtain a copy of the GRC-designed AFP-CBS Compare Report for all commands and appropriations as of the January 1978 President's Budget.*
> - *Examine data in the report, identify any differences or other discrepancies, and research causes of these differences or discrepancies.*
> - *Report any problems identified and their apparent causes to concerned elements of the Army Staff for appropriate corrective action.*
> - *Participate, as requested by the COTR, in corrective actions by the Army Staff and monitor results of such actions to determine whether they had the intended effect.*

- *Report the above steps as necessary until final reconciliation is achieved."*

Work Performed by GRC Team

As worked progressed on this subtask it became apparent that to achieve the goal of an accurate initial P/BS data base created from data resident in the current AFP and CBS, it would be necessary to further divide this subtask as follows:

- First, the civilian authorized end strengths in AFP and CBS had to be reconciled by MCOMD (RCOMD), appropriation, program, subprogram, AMSCO, and CTYPE.
- Second, the AMSCOs found in the AFP/CBS systems had to be matched to the AMSCOs in the AMSCO Data Base (ADB). This would ensure that the initialized P/BS data base would contain only legitimate AMSCOs (i.e., those on the ADB and, therefore, in AR 37-100-XX, the official Army Management Structure).

Reconciliation of AFP and CBS. In order to facilitate comparison of data in the AFP and CBS, in 1977 the GRC Team designed and wrote the program specifications for an AFP/CBS Appropriation/Program Compare Report (PH-0423-77). Immediately following publication of the January 1978 President's Budget, the GRC Team requested that USAMSSA compare the AFP and CBS files. On 19 January 1978, the USAMSSA FORDIMS Development Team produced an AFP/CBS Appropriation/Program Compare Report. An analysis by the GRC Team showed that there were 31 differences in data for FY 78 (13) and FY 79 (18). (Fiscal years 80 through 82 were not run.) Corrections were made to the AFP file and USAMSSA was requested to run a second comparison.

The second comparison report included fiscal years 78 through 82. This report contained a total of 53 differences, although there was an

exact match for FY 78. The 53 differences were corrected by DAMO-FDP, in coordination with DACA-OMP, with three transactions to adjust the AFP (A6058, A6060 and A6062). This was followed by a final AFP/CBS Appropriation/Program Compare Report to confirm that the AFP and CBS files were reconciled.

Reconciliation of AFP/CBS AMSCOs With the AMSCO Data Base (ADB). The ADB has been established as the only legitimate source of AMSCOs to be used in FORDIMS. This fact is particularly important to the P/BS, since all programing and budgeting actions must be related to an AMSCO. Therefore, to ensure that the P/BS data base would be initialized with correct AMSCOs, the GRC Team led the effort to make sure that all AMSCOs resident in the AFP and CBS data bases were correct and could be reconciled to the ADB.

The GRC Team requested a report from USAMSSA comparing the AMSCOs in the AFP and CBS with those in the ADB. Based on that report, in January 1978 the GRC Team prepared a memorandum to concerned ARSTAF offices listing the AMSCOs in AFP and CBS that were not in the ADB or that matched only up to the first six positions (i.e., the Program Element positions of the AMSCO). Over a period of the next eight months, the following actions were taken.

- Legitimate AMSCOs in AFP and/or CBS that were not in the ADB were added to the ADB.
- Manpower authorizations associated with unauthorized AMSCOs in the AFP and/or CBS were reduced to zero and the authorizations were then added back in against legitimate AMSCOs. Where possible, direct, one-for-one AMSCO conversions were made.
- The AFP/CBS AMSCO Edit File was corrected to include all of the AMSCOs that were approved for use in AFP and CBS.

The reconciliation of civilian data in the AFP with that in the CBS, and the reconciliation of all AMSCOs in AFP and CBS with those in the ADB completed Subtask A.1.

2.1.2 Subtask A.2

"Assist functional users in the reconciliation of military and civilian manpower data contained in the P/BS for each RCOMD (OPAGY and MCOMD) with the sum of the programed authorized end strengths of units assigned to each RCOMD in order to provide reconciled data for initializing the FSS data base. This reconciliation, which will be made by military identity and civilian category within AMSCO, program element, subprogram, program, and appropriation by fiscal year, will require the following steps:

- *Design an appropriate P/BS-FAS Compare Report (for development by USAMSSA) which will readily identify data differences in the P/BS and FAS at the level of detail indicated above.*
- *Obtain a P/BS-FAS Compare Report for each command.*
- *Examine data in the reports, identify differences or other discrepancies, and research causes of these differences or discrepancies.*
- *Report any problems identified and their apparent causes to concerned elements of the Army Staff for appropriate corrective action.*
- *Participate, as requested by the COTR, in corrective actions by the Army Staff and monitor results of such actions to determine whether they had the intended effect.*
- *Repeat the above steps as necessary until a final reconciliation is achieved."*

Work Performed by GRC Team

In May 1978, the GRC Team designed a FORDIMS P/BS and Force Accounting System (FAS) comparison report. This report compares the authorized end strengths in P/BS to those in FAS for each fiscal year by appropriation, program, subprogram, AMSCO, RCOMD, and MILID/CIVID. USAMSSA completed development of the report in June 1978 and the first P/BS-FAS Comparison Report was produced in late June. The initial report

was produced in appropriation and program sequence; however, an RCOMD, appropriation, and program sequence is also available.

The results of the initial report showed the difference in aggregated total Army end strengths between P/BS and FAS to be about 1.2%. However, at the detailed level of comparison (AMSCO and MILID/CIVID), almost every line showed a strength difference. Further work to reconcile the P/BS and FAS was halted to avoid conflict with work being done by ODCSOPS (DAMO-FD) personnel to reconcile data in the current AFP and FAS systems. DAMO-FD personnel were attempting to balance the force with HQDA guidance at the MACOM level to prepare for the initiation of manual (pre-FORDIMS) guidance tracking. When this AFP-FAS balance is achieved, the reconciliation of FAS to P/BS will be resumed.

2.1.3 Subtask A.3

> *"Initiate reconciliation of FORDIMS manpower FYDP and budget input reports with the FYDP Update and President's Budget. The accomplishment of this reconciliation will depend upon the FORDIMS Program/Budget Subsystem being operational and the new FYDP and Budget Reports being produced by USAMSSA. If these new reports are not completed, this subtask cannot be undertaken. The process of reconciling these data will include obtaining the necessary FORDIMS reports and the previously submitted (manually-developed) FYDP and budget reports, comparing the data, researching causes for differences, to the extent practicable, and reporting those differences to the Army Staff for appropriate action."*

Work Performed by GRC Team

Inasmuch as the P/BS was not operational as of the end of the contract period covered by this Final Report (i.e., 31 December 1978), this subtask could not be accomplished.

2.2 SUMMARY OF WORK REMAINING TO BE DONE

Subtask A.1 has been completed. No work has been done on Subtask

A.3; therefore, A.3 must be completed in its entirety.

Considering the work that has already been done on Subtask A.2, as described in paragraph 2.1, the additional tasks that must be accomplished are as follows. The reconciliation of manpower data in the P/BS and FAS should be completed prior to the initialization of the FSS. This reconciliation should be made by MILID/CIVID within AMSCO, subprogram, program element, and appropriation, by fiscal year and RCOMD. This reconciliation will require the following steps:

- Run the P/BS-FAS Comparison Report by RCOMD after each MACOM completes the balancing of its force with HQDA guidance.
- Examine the comparison reports, identify differences or other discrepancies, research their causes, and monitor their correction.

Section 3

TASK B - PLAN, COORDINATE, AND PARTICIPATE IN ACTIVATION OF THE FORDIMS P/BS AND FSS

3.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task B includes six subtasks, quoted in the next six subparagraphs. A summary of the work performed by the GRC Team during 1978 follows each subtask. The basic Task B contract statement is quoted below:

> *"This task involves identifying, planning, coordinating, and participating in actions necessary to activate the FORDIMS P/BS and FSS."*

3.1.1 Subtask B.1

> *"In conjunction with USAMSSA and the functional users, develop details of the sequential steps (identified in Subtasks B.2 thru B.6) to be followed in activating the P/BS and FSS."*

Work Performed by GRC Team

The P/BS is being developed by USAMSSA and will be implemented in three distinct versions called the Phase I P/BS, the Phase II P/BS, and the Phase III P/BS. During 1978 the GRC Team participated in planning for the implementation and parallel operation of the Phase I P/BS. In this regard, the GRC Team developed the two documents described below:

- Memorandum of Understanding re P/BS. In April 1978, the GRC Team drafted and staffed a Memorandum of Understanding (MOU), subject: "Implementation of Phase I P/BS." The purpose of the MOU was to describe the Phase I P/BS and to prescribe certain procedures to be followed by functional users of the Army Force Program (AFP), the Civilian Budget System (CBS), and the FORDIMS P/BS during the period from the present through the end of Phase I P/BS operations. This MOU formed the basis for one of the three

P/BS orientation training classes presented by the GRC Team in May 1978. (See Section 5 for further discussion of this training.)

- FORDIMS P/BS Parallel Operations Test Plan. In August 1978, the GRC Team developed and staffed a "FORDIMS P/BS Parallel Operations Test Plan." This plan documents the phases of P/BS operational testing, the procedures to be followed during parallel operations, and the test-related responsibilities of participating organizations. The test plan includes detailed guidance on the conduct of Phase I P/BS tests and outlines the specific P/BS functions to be checked by ARSTAF functional users during parallel testing with the AFP and CBS. The objective of the plan is to ensure that all important functions of the Phase I P/BS are effectively tested prior to its adoption.

3.1.2 Subtask B.2

"Coordinate the initial establishment of the P/BS files and the initiation of FSS files using data reconciled during completion of Task A."

Work Performed by GRC Team

P/BS Data Base. Initialization of the P/BS data base as of the January 1978 President's Budget was successfully completed in November 1978. Principal GRC Team contributions are outlined below.

The GRC Team originated and coordinated the actions that were necessary to bring the AMSCO Data Base (ADB) up to a level of accuracy where P/BS was able to use it as a reliable source of AMSCO data. GRC Team actions in this regard are more fully described in paragraph 2.1.1.

In June 1978, the GRC Team drafted a memorandum, subject: "P/BS Data Base Initialization and P/BS Data Entry via AFP/CBS." This memorandum described how each data element in the P/BS was to be initialized (i.e., the input source for each data element - e.g., data would be obtained from the AFP, the CBS, or the ADB, etc.) and the source of change inputs for each data element during parallel operations with the AFP and CBS. A thorough review of this information by interested ARSTAF personnel contributed materially to an improved understanding of the data-source relationships between the current AFP/CBS and the P/BS by both the functional users and the FORDIMS Development Team.

During June 1978, the GRC Team originated the requirement for the PBS-5 report ("Current Positions, FORDIMS P/BS"). This report is similar in content and format to the AFP-1 report ("List by MCOMD, Totals by AMSCO"). The PBS-5 report enables the functional user to validate the P/BS data base at the lowest level of detail (i.e., AMSCO, MILID, and CTYPE). The GRC Team participated in confirming P/BS initialization using the PBS-5 report.

In November 1978, the GRC Team participated in the review of the "Appropriation Work Papers (AWP) Report" that was produced from the newly initialized P/BS data base. This report was compared to the published President's Budget and confirmed the fact that the P/BS data base initialization was successful.

FSS Data Base. In June 1978, the GRC Team also drafted a memorandum, subject: "Initial Loading of the FORDIMS FSS Data Base," which accomplished the same purposes for the FSS as the June 1978 P/BS memorandum described above.

The GRC Team continued its efforts to prepare the FAS data base for conversion to the FSS. The key to that conversion is the FSS Units File.

This file was created by the GRC Team and the USAMSSA FORDIMS Development Team as an interim repository for a limited number of organizational codes in the force structure (e.g., UICOD, RCOMD, MACOM, COMPO, etc.). Basic data from the FSS Units File, along with data from other sources, will be used to form the FSS data base. Because of its interim nature, the GRC Team has been maintaining this file since its creation and will continue to maintain it until the FSS data base is initialized. During 1978, the GRC Team took the following actions related to the organizational codes in the FSS Units File and the current FAS:

- Successfully added to the FSS Units File over 700 UICODs which were not input when the file was created some 18 months ago. These UICODs were added along with their associated MCOMD, OPAGY, ASGMT, and FCOMD codes (related to current systems) and their RCOMD, MACOM, SBCOM, and COMPO codes (related to the FSS).
- Requested that USAMSSA compare the UICODs in the FAS MANX and PROFA files with those in the FSS Units File. This comparison identified 200 more units that needed to be added to the FSS Units File. Also, in July 1978, the GRC Team documented the mismatches between the MANX and PROFA files and covered them in a memorandum to DAMO-FDA, subject: "UIC Mismatches Between MANX and PROFA."
- Added over 4,000 COMPO 2 and 3 UICODs along with their associated FSS data to the FSS Units File.

3.1.3 Subtask B.3

"Assist in initial tests of the loaded P/BS data base."

Work Performed by GRC Team

The GRC Team assisted USAMSSA in initial testing of the loaded P/BS data base by:

- Helping to resolve AMSCO differences between AFP, CBS, P/BS, and the AMSCO Data Base (ADB). (A more detailed account of the AMSCO problems encountered is given under Task A.)

- Requesting, in June, that USAMSSA develop a P/BS report identical to the AFP-1 report ("List by MCOMD, Totals by AMSCO"). The new PBS-5 report ("Current Positions, FORDIMS P/BS") was used to compare AFP and P/BS files as described in subtask B.2, above. Also developed at that time was an AFP-5 report entitled "Current Position AFP." This report is a sister report to the PBS-5 and is produced from the AFP files. The AFP-5 was the same as the AFP-1 report except that the MCOMDs were translated to RCOMDS and the report was printed in RCOMD sequence. This made possible a line-for-line comparison between the AFP-5 and the PBS-5 reports, greatly facilitating the verification process.

- Designing and having produced a clear plastic overlay to aid in reading the detailed printout of the P/BS data base. This overlay was used by USAMSSA personnel to review solid-page, three-line printouts of the P/BS data base to verify the data produced during initial tests of the new programs.

- Comparing parallel AFP and P/BS reports to verify that identical transactions posted in AFP and P/BS produced identical results.

3.1.4 Subtask B.4

"Monitor parallel operations with the AFP, CBS, and P/BS by reviewing the translation of selected AFP and CBS manpower transactions (i.e., those approved transactions processed by Army Staff manpower managers as part of the offical DA manpower program) into FORDIMS P/BS transactions for entry by USAMSSA into the newly established P/BS files."

Work Performed by GRC Team

Parallel operations of the P/BS with the AFP and CBS have not been achieved as of the end of December 1978. However, the method chosen to implement the P/BS (i.e., starting with the January 1978 President's Budget position as the P/BS base position and subsequently moving up to the current position by applying transactions in order) contains many similarities to a parallel operation. Using this method, as transactions are posted to the P/BS data base, reports can be printed and compared against similar reports produced by AFP and CBS as of the same position.

Three AFP and CBS positions have been published since the President's Budget and the P/BS must be compared with them. They are:

- The March 1978 Restructure of Program 7
- The May 1978 PBG position
- The October 1978 PBG position

As of the end of December 1978, the P/BS data base has been updated through the March 1978 position. The GRC Team participated, together with key personnel from concerned ARSTAF elements, in verifying the correctness of the March 1978 P/BS position. This was done by comparing the "Appropriation Work Papers (AWP) Report" produced by P/BS with the AWP Report produced by the CBS. Several technical (programing) problems discovered as a result of this review are being addressed by USAMSSA and must be resolved before advancing to the next (i.e., the May 1978 PBG) position.

3.1.5 Subtask B.5

"Conduct system user tests by obtaining common standard reports from the present AFP and CBS systems and the corresponding new reports from the P/BS. Compare these reports, identify differences, determine reasons for differences, and recommend appropriate corrective actions where necessary."

Work Performed by GRC Team

The GRC Team's comparison of reports from the present AFP and CBS and the corresponding new reports from P/BS was limited to reports used during the initialization of the P/BS data base. These reports are described under "Work Performed" for the preceding subtasks.

3.1.6 Subtask B.6

"As they are developed, obtain the 6 new FORDIMS reports listed below (originally recommended by GRC in the Force Structure and Manpower Management Study Phase III Report, dated May 1976) that are scheduled to be produced from the P/BS during Phase I and compare these new reports with the old manually maintained/prepared ledgers, audit trails, and manpower management submissions. Identify and determine reasons for differences and coordinate necessary corrective actions with the manpower managers concerned. These six reports are:

Military Manpower Budget Report (2 reports)

DPPC Reports (4 reports)."

Work Performed by GRC Team

No work was performed on this subtask, since the six new reports involved have not yet been produced. USAMSSA estimates that their programing and testing will be completed early in 1979.

3.2 SUMMARY OF WORK REMAINING TO BE DONE

Although the USAMSSA FORDIMS Development Team has made significant progress in the design and development of the P/BS and FSS, considerable work remains to be done prior to the activation of these two subsystems. The major tasks are outlined below.

3.2.1 Complete the Initialization of the P/BS Data Base

The P/BS data base is midway through the initialization process. Although it has been initialized as of the January 1978 President's Budget, the following steps must still be completed:

- Post all transactions to the P/BS data base that have occurred since the January 1978 President's Budget position.
- Reconcile the P/BS data base with the AFP and CBS systems as of the three officially established positions that have been published since January 1978 (i.e., the March Program 7 Restructure position, the May PBG position, and the October PBG position).

The above reconciliations must be made by appropriation, program, subprogram AMSCO, and MILID/CIVID by fiscal year and RCOMD. These reconciliations will require the following steps:

- Obtain copies of the "Appropriation Work Papers (AWP)" report from the CBS and P/BS as of each of the three budget positions described above.
- Obtain the AFP-5 and PBS-5 reports from AFP and P/BS as of the May and October PBG positions.
- Examine data in the reports, identify any differences or other discrepancies, and research causes of these differences or discrepancies.
- Report any problems identified and their apparent causes to concerned elements of the ARSTAF for appropriate corrective action.

3.2.2 Reconcile AFP, CBS, and P/BS Data During Parallel Operations

Military and civilian manpower data in the P/BS must be reconciled with data in the AFP and CBS during the parallel operations of these systems. Data must be reconciled by appropriation, program, subprogram, and AMSCO for each fiscal year and RCOMD. To do this will require the following steps:

- Obtain the "Appropriation Work Papers (AWP)" report and the PBS-5 report from the P/BS.
- Obtain the CBS AWP report.
- Obtain the AFP-5 report.
- Compare the reports and bring any differences or discrepancies and their causes, if known, to the attention of concerned ARSTAF elements for appropriate action.
- Repeat the above steps as necessary.

3.2.3 Reconcile New P/BS Reports

Prior to their acceptance by ARSTAF functional users, all newly produced P/BS reports (i.e., all old AFP/CBS reports converted to P/BS plus the 21 new GRC-designed Manpower Ledger Reports) must be examined in detail to ensure that they satisfy the user's needs. The following steps are required.

- Examine the format and content of each new report and compare the data produced with applicable portions of the P/BS data base, with the parallel AFP or CBS report, or with the manual report being replaced.
- Report any problems, their causes, and recommended solutions to concerned elements of the ARSTAF for appropriate action.
- Repeat the above steps as necessary and monitor the results of the corrective actions taken.

3.2.4 Reconcile P/BS and FAS

This task is covered in paragraph 2.2; however, it is repeated here because it must be completed prior to the initialization of the FSS data base.

3.2.5 Activate the FSS

Work to be done to activate the FSS parallels that described in subparagraphs 3.2.1 thru 3.2.3, above, for the P/BS. Briefly the steps are:

- Reconcile FAS and FSS data prior to FSS initialization (Task A).
- Initialize the FSS data base (comparable to 3.2.1).
- Reconcile FAS and FSS data during parallel operations (comparable to 3.2.2).
- Reconcile new FSS reports (comparable to 3.2.3).

Section 4

TASK C - PREPARE DRAFT VOLUMES I AND II OF THE FORDIMS USER'S GUIDE

4.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task C includes two subtasks, quoted in the next two subparagraphs. A summary of the work performed by the GRC Team during 1978 follows each subtask. The basic Task C contract statement is quoted below:

> *"This task involves the preparation of drafts of Volumes I and II (covering the P/BS and FSS, respectively) of the FORDIMS User's Guide. (Work on these two volumes was initiated during the previous contractual effort.) This task includes developing comprehensive FORDIMS P/BS and FSS standing operating procedures for the preparation and processing of FORDIMS "actions." This will involve defining appropriate forms for functional users and developing detailed procedures for initiating, staffing, and concluding FORDIMS actions."*

4.1.1 Subtask C.1

> *"Develop the initial drafts of Volumes I and II of the FORDIMS User's Guide and coordinate the drafts with USAMSSA and functional users."*

Work Performed by GRC Team

Completion of the initial drafts of Volumes I and II of the FORDIMS User's Guide by the GRC Team depends directly upon the substantial completion of system design and development of the P/BS and FSS by the USAMSSA FORDIMS Development Team. Inasmuch as considerable design and development work on these two FORDIMS subsystems was not completed during 1978, the drafts of Volumes I and II prepared by the GRC Team during 1978 were also necessarily incomplete.

Volume I - An incomplete first draft of Volume I of the FORDIMS User's Guide (Introduction and Program/Budget Subsystem) was distributed to

interested members of the ARSTAF on 2 March 1978. Comments were received in early April, reconciled with conflicting staff positions, and appropriate changes were incorporated in the draft. On 24 April 1978 an incomplete second draft of Volume I was distributed. Comments were requested by 31 May 1978.

Volume II - An incomplete first draft of Volume II of the FORDIMS User's Guide (Force Structure Subsystem) was distributed to interested members of the ARSTAF on 31 May 1978. The last of the FSS Design Concept Documents (DCDs) was released by USAMSSA in October 1978; however, there was some ARSTAF disagreement with several of these DCDs and they were undergoing revision by the USAMSSA FSS Development Team during November and December 1978.

4.1.2 Subtask C.2

"Incorporate applicable Staff comments and prepare revised drafts."

Work Performed by GRC Team

Volume I - See "Work Performed by GRC Team" under Subtask C.1, above. On 28 July 1978 USAMSSA concurred in the second draft; no other ARSTAF comments have been received on this second draft. Work on the incomplete portions of Volume I has been temporarily suspended since the second draft was distributed, inasmuch as the USAMSSA P/BS Development Team has not yet completed several P/BS DCDs and no substantive comments have been received on the second draft.

Volume II - Applicable ARSTAF comments have been incorporated in the draft of Volume II. Further, Chapter 2, Force Structure Subsystem Components, has been completed; Appendix C, Guidance Tracking, has been completely rewritten; and Appendix G, Card Input Data Entry, has been added.

4.2 SUMMARY OF WORK REMAINING TO BE DONE

Volumes I and II (covering the P/BS and FSS, respectively) of the FORDIMS User's Guide must be completed. As a minimum, the work outlined below must be accomplished.

4.2.1 Complete Volumes I and II

Complete the unfinished portions of the drafts of Volumes I and II of the FORDIMS User's Guide, coordinate the completed drafts with USAMSSA and functional users, incorporate applicable ARSTAF comments, and prepare revised drafts for use during user system tests.

4.2.2 Revise Volume III

A number of changes have been made in the AS since the original Volume III was delivered in September 1977 (primarily in the CRT input screens). These changes must be incorporated in Volume III along with some improvements desired by the functional users (i.e., increased coverage of RADAR and example copies of the AS standard reports).

4.2.3 Prepare Final User's Guides

Revise the draft User's Guide volumes as required based on experience gained during parallel operations and user tests, coordinate revisions, and prepare final copy of each volume suitable for reproduction.

Section 5

TASK D - DEVELOP AND CONDUCT AN ORIENTATION TRAINING PROGRAM FOR FUNCTIONAL USERS OF THE FORDIMS P/BS AND FSS

5.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task D includes three subtasks, quoted in the next three subparagraphs. A summary of the work performed by the GRC Team follows each subtask. The basic Task D contract statement is quoted below:

> *"This task involves completing the development of an orientation training program for functional users of the P/BS and FSS that will provide them with a knowledge and understanding adequate to enable them to use and realize maximum benefits from the full capabilities of these new subsystems."*

5.1.1 Subtask D.1

> *"Finalize the draft plan (developed during the previous contractual effort) for initial orientation training to include topics proposed for the program of instruction (POI). Coordinate the proposed plan with USAMSSA and functional users and submit to COTR for approval."*

Work Performed by GRC Team

The GRC Team prepared a draft of a proposed training plan and POI for FORDIMS P/BS and FSS functional user orientation training. On 6 January 1978, this draft was distributed to all organizations concerned, including USAMSSA. It provided for conducting three hours of user training prior to implementation of the Phase I P/BS and four hours prior to implementation of the Phase I FSS. ARSTAF comments were incorporated in the initial draft and, on 1 February 1978, the GRC-prepared Plan for Functional User Orientation Training on the FORDIMS Program/Budget Subsystem and Force Structure Subsystem was delivered to the COTR for approval.

5.1.2 Subtask D.2

"Upon final approval of the plan and POI topics, prepare lesson plans for use in conducting the initial orientation."

Work Performed by GRC Team

After approval of the plan and POI topics, during the period from February thru April 1978 the GRC Team prepared detailed lesson plans, presentation scripts, and viewgraphs for use in presenting the three 45-minute orientation training classes on the P/BS called for in the POI. These lesson plans, scripts, and viewgraphs were staffed with the USAMSSA FORDIMS Development Team and functional users, and revised where appropriate to reflect their comments. Lesson plans for the P/BS were delivered to the COTR on 28 April 1978.

Lesson plans for FSS user orientation training were delivered to the COTR on 19 May 1978 in accordance with the final FSS training plan.

5.1.3 Subtask D.3

"Conduct initial P/BS orientation training in accordance with the approved plan."

Work Performed by the GRC Team

Rehearsals for presentations of the orientation training classes on P/BS were conducted on 11, 19, and 28 April 1978. The 19 April rehearsal was attended by key FORDIMS personnel from DAMO-FDA, DAMO-FDP, DAMO-FDU, DACA-OMP, and USAMSSA. After the rehearsals, the scripts and viewgraph transparencies were revised to reflect comments received, and smooth copies were delivered to the COTR on 28 April 1978.

In May 1978 the GRC Team presented two series of three 45-minute orientation training classes to members of the Army Staff who will be the functional users of the P/BS. Half of the personnel to be trained

were scheduled to attend the first series (on 1, 2, and 3 May) and the other half were scheduled for the second series (on 9, 10, and 12 May). The first series was attended by from 15 to 20 individuals per class and the second series by 35 to 40 per class. The three classes provided an introduction to FORDIMS; an overview of the P/BS; specific information on the P/BS data base; and detailed information on the Phase I P/BS structure, implementation schedule, and operational procedures.

5.2 SUMMARY OF WORK REMAINING TO BE DONE

Initial orientation training for functional users of the P/BS and FSS subsystems of FORDIMS must be completed and a refresher training program must be developed and implemented. As a minimum, the work described below must be accomplished.

5.2.1 Conduct Initial FSS Orientation Training

Immediately prior to the implementation of the Phase I FSS, now scheduled for mid-1979, FSS orientation training must be conducted in accordance with the approved plan delivered in 1978.

5.2.2 Develop Lesson Plans for Refresher Training

Lesson plans for refresher training on the P/BS and FSS should be available for use when the turnover of functional user personnel at HQDA warrants refresher training. It is anticipated that refresher training will be required at least once each year. Lesson plans must be developed for this purpose.

5.2.3 Conduct Refresher Orientation Training

P/BS and FSS refresher training should be conducted when the need becomes apparent.

Section 6

TASK E - ASSIST IN RESOLUTION OF PROBLEMS ASSOCIATED WITH FUNCTIONAL USER ASPECTS OF SYSTEM DESIGN AND DEVELOPMENT

6.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task E includes two subtasks, quoted in the next two subparagraphs. A summary of the work performed by the GRC Team during 1978 follows each subtask. The basic Task E is quoted below:

> *"This task requires the continuation of actions to identify, define, and resolve functional user aspects of problems which surface during the design and development of the FORDIMS P/BS and FSS."*

6.1.1 Subtask E.1

> *"Establish and maintain an up-to-date record of all significant problems identified."*

Work Performed by GRC Team

Numerous FORDIMS-related problems/issues surfaced throughout 1978. Some were resolved almost immediately through discussion; others required documentation, coordination, and one or more meetings before a solution was found; and a few are still unresolved. For the more complex/time-consuming issues, the GRC Team documented the problems (in issue papers, memorandums for record, memorandums, or Disposition Forms), recommended one or more feasible solutions, and outlined the actions required to resolve the problem.

During 1978, the 20 FORDIMS problems/issues listed in Table 6 were identified as being sufficiently complex/significant to warrant documentation in one form or another. Copies of these documents are maintained by the GRC Team in a consolidated reference file. Table 6 lists the problems/issues chronologically by subject for each FORDIMS subsystem and shows the current status (i.e., resolved or unresolved).

Table 6

FORDIMS DESIGN/DEVELOPMENT PROBLEMS/ISSUES
DOCUMENTED DURING 1978

Item	Date	Subject	Resolved Yes	Resolved No
		PART I - PROGRAM/BUDGET SUBSYSTEM (P/BS)		
(1)	6 Jan	Information Paper, subject: "Unresolved FORDIMS Related Issues":		
		Paper #2, AMSCO-PE Relationships		X
		Paper #3, AMSCO Level of Detail for AIF Manpower		X
		Paper #8, What Fiscal Years will be Balanced Between P/BS and FSS	X	
(2)	10 Jan	"Additional FORDIMS AMSCO Data Base Requirements"	X	
(3)	23 Jan	"Use of the AMSCO Data Base in FORDIMS"	X	
(4)	26 Jan	"Derivation of RIC Data for FYDP Update"	X	
(5)	Feb	"Hierarchical Coding Structure for P/BS DPPC and Military Manpower Budget Reports"	X	
(6)	16 Feb	"AFP/CBS AMSCO Format Problem"	X	
(7)	3 Mar	"Subsystem Balance in FORDIMS"	X	
(8)	10 Mar	"AMHA AMSCO Problem"	X	
(9)	26 Apr	"AMSCO Edit in FORDIMS"	X	
(10)	15 Jun	"Army Manpower Utilized in Other Than Army Functions"	X	
(11)	15 Aug	"The P/BS Negative (Below-Zero) Guidance Edit"	X	
(12)	15 Aug	"DA Bank"	X	
(13)	28 Sep	"AMHA AMSCO/UIC Relationships"	X	
(14)	17 Nov	"AMHA AMSCO Data on the AMSCO Data Base	X	

Table 6 (Continued)

FORDIMS DESIGN/DEVELOPMENT PROBLEMS/ISSUES
DOCUMENTED DURING 1978

Item	Date	Subject	Resolved Yes	Resolved No
		PART II - FORCE STRUCTURE SUBSYSTEM		
(15)	Jan	"Addition of USAR and USARNG Command Structure Codes to the FSS"	X	
(16)	6 Jan	Information Paper, subject: "Unresolved FORDIMS Related Issues":		
		Paper #1, MACOM Prerogatives for Command Initiated Changes	X	
		Paper #4, Management of Reserve Component Manpower		X
		Paper #5, Policies with Respect to the Command Plan Submission	X	
		Paper #6, Temporary Civilian Spaces in the Master Force	X	
(17)	16 Jan	"FSS Data Element Categorization"	X	
(18)	31 Mar	"Procedures for Including Reserve Components Manpower in FORDIMS"	X	
(19)	12 Jun	"FSS Compatibility with VFAS"	X	
(20)	23 Oct	"Maintaining the Manpower Balance Between FSS and P/BS"	X	

6.1.2 Subtask E.2

"For each significant problem, prepare a discussion paper that clearly defines the problem and recommends a practicable solution or alternative solutions. Coordinate these papers with all concerned, modify as required as a result of the coordination, and present the completed paper to the COTR. Assist in the initiation of implementing actions as requested by the COTR."

Work Performed by GRC Team

Each of the problems/issues identified (Table 6) was documented and a proposed solution was developed by the GRC Team. These proposed solutions were coordinated with concerned members of the ARSTAF and, in the event of a nonconcurrence, meetings were held to attempt to develop a solution that would be acceptable to all parties involved. This procedure resulted in the acceptable resolution of all but three of the problems/issues identified in Table 6. The three unresolved problems/issues are addressed in paragraph 6.2, below.

6.2 SUMMARY OF WORK REMAINING TO BE DONE

During calendar year 1979, prompt action to identify, define, and resolve the functional user aspects of problems which surface during the design and development of the FORDIMS P/BS and FSS must be continued. The following will be required:

- Maintain an up-to-date record of significant problems identified.
- For each such problem, prepare a discussion paper that clearly defines the problem, describes a possible solution or alternative solutions, and recommends a course of action.
- Coordinate these papers with all concerned, modify if necessary as a result of the coordination, and initiate implementing actions as required.

Included in the work remaining to be accomplished under this task heading is the continuing effort to resolve the unresolved problems/issues outlined below.

6.2.1 Paper #2: AMSCO-PE Relationships

Many manpower-loaded AMSCOs in the AMSCO Data Base (ADB) do not have a one-to-one relationship with a Program Element code (PECOD). When

this occurs, the ADB does not show a PECOD for the AMSCO concerned. Consequently, the system cannot automatically insert the PECOD in the P/BS and reports that depend upon the PECOD (such as FYDP and DPPC reports) must be manually adjusted to correct for the missing PECODs.

A proposed restructuring of AIF, OMAR, and OMARNG AMSCO-PECOD relationships with the objective of establishing a 100% one-to-one correspondence between each AMSCO and a single PECOD is currently being considered by the Office of the Chief of Staff (OCSA). If and when this one-to-one correspondence is achieved, the data will be incorporated into the ADB and the problem will be resolved.

6.2.2 Paper #3: AMSCO Level of Detail for AIF Manpower

This problem is directly related to the problem described in paragraph 6.2.1, above. Currently, AIF manpower is "bulk allocated" in only a few AMSCOs and these AMSCOs are not directly relatable to single PECODs. It is understood that, at present, there is no active ARSTAF effort to restructure the AIF. Until the AIF AMSCO-PECOD relationship is restructured and manpower is allocated to AIF commands by specific AMSCOs relatable to single PECODs, FORDIMS will be unable to spread AIF manpower to the PECOD level of detail for reports such as the FYDP Update and the Manpower Requirements Report. Consequently, preparation of these reports will continue to require considerable manual effort.

6.2.3 Paper #4: Management of Reserve Components Manpower

This problem is also related to the problem described in paragraph 6.2.1, above. As noted in 6.2.1, OMAR and OMARNG lack a 100% one-to-one AMSCO-PECOD relationship. Further, Reserve Components military manpower is not currently included in either the AFP system or the PBG, nor is it managed by AMSCO.

If Reserve Components units and manpower data are to be handled within FORDIMS in the same manner as Active Army units and manpower, significant changes in current procedures for managing Reserve Components manpower will be required. Specifically, it will be necessary to:

- Allocate Reserve Components manpower by AMSCOs that are directly relatable to single PECODs in accordance with overall constraints.
- Spread the allocated manpower to Reserve Components units and report that spread by AMSCO.
- Document Reserve Components manpower authorizations by AMSCO.

Explicit responsibilities for each of the above functions and for Reserve Components guidance tracking functions will have to be assigned to specific HQDA Staff agencies, including OCAR and NGB, and to concerned field commands.

Progress is being made in achieving the one-to-one AMSCO-PECOD relationship. The current situation is as follows:

- OCAR representatives have indicated a desire to include USAR units and manpower data in FORDIMS, and to manage Army Reserve manpower by AMSCO. An effort to achieve a one-to-one AMSCO-PE relationship for the OMAR appropriation is almost complete.
- NGB representatives have expressed serious reservations about managing by AMSCO, but an effort to restructure OMARNG to achieve a one-to-one AMSCO-PE relationship is under way.

Section 8

TASK G - PLAN, COORDINATE, AND PARTICIPATE IN THE DEVELOPMENT OF GUIDANCE TRACKING

8.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task G includes two subtasks, quoted in the next two subparagraphs. A summary of the work performed by the GRC Team follows each subtask. The basic Task G contract statement is quoted below:

> *"This task involves planning, coordinating, and participating in actions necessary to develop a system for guidance tracking using the completed FORDIMS."*

Background

The original instructions concerning guidance tracking given to the GRC Team in late 1976 by the Director, Force Programs and Structure, ODCSOPS, were to develop conceptual methods for obtaining audit control of directed manpower actions from HQDA to field level and back. These guidance tracking methodologies were to (1) provide a means for determining whether directed HQDA manpower guidance had been implemented in the Master Force and in TAADS documents, and (2) assure a logical relationship among manpower authorization data in:

Program Budget Guidance
Budget submissions
The Five Year Defense Program
The Manpower Requirements Report
The Master Force
MTOEs and TDAs

In Section 8 of the October 1976 Final Report (OAD-CR-161), the GRC Team proposed three different concepts for "Manpower Guidance Tracking." Subsequently, a decision was made by the Director, Force Programs and Structure that the GRC-proposed "Transaction Method" would be incorporated

into FORDIMS and that specific details of guidance tracking would be resolved after the FORDIMS Development Team had progressed further with the system design.

8.1.1 Subtask G.1

"Determine from the COTR the method of guidance tracking to be adopted. (Note: If none of the methods of guidance tracking documented in the GRC Team's Force Structure and Manpower Management Study Final Report, October 1976, is selected for adoption, this subtask will require development of an additional method or methods through which the objectives of guidance tracking can be achieved. The alternative method or methods will be documented and presented to the COTR for a decision on the method to be implemented.)"

Work Performed by GRC Team

In May 1978, the GRC Team drafted a proposed Appendix C, Guidance Tracking, to Volume II of the FORDIMS User's Guide. After numerous meetings throughout May and early June 1978, functional users and USAMSSA representatives concurred in the guidance tracking methodology described in Appendix C to Volume II. By DAMO-FDA memorandum for Mr. Ralph L. Gunn, Director, USAMSSA (dated 20 June 1978, subject: "Guidance Tracking Using FORDIMS"), USAMSSA was informed that the basic concepts outlined in Appendix C to Volume II were approved and it was requested that USAMSSA continue to develop the FORDIMS aspects of guidance tracking accordingly.

8.1.2 Subtask G.2

"Develop a plan for implementing the method of guidance tracking selected (Subtask G.1) and develop the detailed procedures to be followed at HQDA and in the field in using the selected method. (Note: This plan will provide for a field test of the selected method of guidance tracking with commands to be designated by the COTR.) Coordinate this plan and the procedures with USAMSSA and functional users at HQDA and at selected major commands (to be designated by the COTR). Revise the plan and procedures as necessary based upon comments received and submit to COTR for approval."

Work Performed by GRC Team

During July 1978 members of the GRC Team prepared the initial draft of a Guidance Tracking Implementation Plan which provided detailed instructions for personnel at HQDA and the MACOMs/Agencies concerning their roles and responsibilities in implementing and operating the guidance tracking process using FORDIMS. This draft plan was distributed to concerned elements of the Army Staff on 28 July 1978 for review and comment. Army Staff comments on the draft plan were received by the 27th of August and, where appropriate, were incorporated in the plan. The final draft was reproduced and distributed on 7 September 1978. This draft was later revised by the GRC Team to reflect new policies and procedures for manpower accountability announced in HQDA letter, DAMO-FDP, 6 July 1978, subject: "Manpower Accountability (CSGPO-396)."

On 20 October 1978, the Assistant Director, Force Management, ODCSOPS (DAMO-FD), chaired a final review of the version of the Guidance Tracking Implementation Plan to be sent to the field. The Chiefs of the following ARSTAF Divisions attended this final review: DAPE-MBA, ACAM-SDD, DAMO-FDU, DAMO-FDP, DAMO-FDA, and DAMO-FDF. The Chairman stated that it was imperative that all concerned elements of the Army Staff:

- Agree that guidance tracking is essential and that the procedures and implementation schedule outlined in the plan are practicable.
- Speak with one voice on this subject at the annual Worldwide Force Structure and Manpower Management Conference in November and in subsequent exchanges with the commands involved.

Changes agreed upon during the 20 October meeting were incorporated in the plan and on 23 October 78 the GRC Team delivered a smooth copy of the final plan to the COTR for reproduction of 150 copies by the Defense Printing Service.

The approved Guidance Tracking Implementation Plan, dated October 1978, was forwarded to the major commands, operating agencies treated as major commands, and concerned elements of the Army Staff on 6 November 1978 (as Inclosure 1 to HQDA letter, DAMO-FDA, 1 Nov 78, subject: "Guidance Tracking Implementation Plan"). The cover letter was signed by MG Cochran and stated that the plan was forwarded for review, comment, and implementation in accordance with the schedule in Table 1 of the plan.

Copies of the Guidance Tracking Implementation Plan were also distributed at the Guidance Tracking/Accountability Seminar held on 7 November 1978 during the Eighth Worldwide Force Structure and Manpower Management Conference at Reston, Virginia. GRC Team members participated in this seminar.

8.2 SUMMARY OF WORK REMAINING TO BE DONE

During calendar year 1979, the Guidance Tracking Implementation Plan should be implemented according to the schedule shown in Table 1 on page 14 of that plan. As a minimum, the work outlined below must be accomplished.

8.2.1 Determine Whether Any Changes in Methodology are Required

Determine whether there are any changes in Army force or manpower management policies/procedures that will require changes to the guidance tracking methodology described in the October 1978 plan.

8.2.2 Revise the Plan/Methodology as Required

If changes in the guidance tracking plan/methodology are necessary, revise the plan and methodology as required. Coordinate this revised plan and associated procedures with USAMSSA and functional users at HQDA and, if desired, with selected major commands. Modify the revised plan and procedures as necessary based upon comments received.

8.2.3 Execute the Plan

Whether or not the work described in subparagraphs 8.2.1 and 8.2.2 proves to be necessary, the plan (either as published in Oct 1978 or as revised in early 1979) must be implemented. The following scheduled steps (extracted in part from Table 1 of the plan) must be carried out:

Event/Activity	Target Date
Prepare for and Conduct Field Tests	
Notify command(s) selected to be test commands(s)	1 Mar 79
(a) Balance the manpower program (P/BS) and force structure (FSS) by RCOMD for the test commands (per Appendix C to the plan).	1 Mar 79 thru 30 Apr 79
(b) Concurrently, inform test commands (via letters, messages, and/or visits) or any additional details of guidance tracking procedures (beyond what is in the plan) and answer any questions raised by the test commands.	
Brief concerned staff elements at HQDA on proposed guidance tracking procedures, roles, and responsibilities.	1 Apr 79 thru 30 Apr 79
Conduct field tests of guidance tracking using FORDIMS -	
• Initiate tests	1 May 79
• Complete tests	30 Jun 79
Evaluate Results of Field Tests	
(a) Analyze results of field tests and recommend changes, if necessary, to the guidance tracking methodology/procedures tested.	1 Jul 79 thru 31 Jul 79
(b) If changes are required, develop revised guidelines and staff them for approval.	

Event/Activity	Target Date
(c) Make final Army Staff decision concerning the guidance tracking procedure to be adopted by the Army.	1 Aug 79 thru 30 Sep 79
(d) Inform all concerned of revised guidance tracking procedures (if any).	

Implement Guidance Tracking

Balance the manpower program (P/BS) and force structure (FSS) by RCOMD for all commands (per Appendix C to the plan).	1 Oct 79 thru 31 Oct 79
Implement guidance tracking Army-wide.	
• Implement for each command as soon as balancing is completed.	1 Oct 79 thru 31 Oct 79
• Complete implementation Army-wide.	1 Nov 79

Section 9

TASK H - DEVELOP A CHIEF OF STAFF REGULATION (CSR) COVERING ARMY STAFF RESPONSIBILITIES FOR FORDIMS

9.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task H includes two subtasks, quoted in the next two subparagraphs. A summary of the work performed by the GRC Team follows each subtask. The basic Task H contract statement is quoted below:

> *"This task, recognizing the recently announced decision to realign Army Staff responsibilities for force structuring and manpower management, requires the drafting, staffing, and finalizing of a comprehensive CSR that will clearly define and delineate staff responsibilities in this complex and often confusing area as they specifically apply to FORDIMS."*

9.1.1 Subtask H.1

> *"Research Army Staff functions and responsibilities as changed by implementation of the Resource Management Study recommendations and draft a CSR which formalizes the assignment of those responsibilities as they pertain to FORDIMS. Submit draft CSR to COTR by 31 Oct 78. As a minimum, the CSR should clarify responsibilities for:*
>
> - *Overall FORDIMS proponency,*
> - *Subsystem proponency,*
> - *Entry of key data (to include end strength, manyears, and cost data) in each subsystem for all years,*
> - *Conversion of "Actions" from the unapproved to the approved and extended states,*
> - *Balance of data between subsystems,*
> - *Reconciliation of MACOM Command Plans that differ from HQDA guidance,*
> - *Reconciliation of TAADS documents that differ from programed data in the Master Force, and*
> - *Entry of force planning and structuring data for both the budget and program years in the P/BS."*

Work Performed by GRC Team

On 23 October 1978 the GRC Team delivered the first draft of the proposed CSR, subject: "Management of the Force Development Integrated Management System (FORDIMS)," to the COTR. Copies were sent to the Chiefs of the following ARSTAF divisions for comment or concurrence by 15 November 1978: ACAM-SDD, DACA-OMP, DALO-PLF, DAPE-MBA, DAMO-FDU, DAMO-FDP, DAMO-FDA, DAMO-FDF, DAMO-ODM, DAMO-ODO, DAMO-ODR, DAAR-AM, and NGB-ARO.

9.1.2 Subtask H.2

"Revise draft CSR ir accordance with Army Staff comments and submit final copy to COTR for publication by 31 Dec 78."

Work Performed by GRC Team

ARSTAF comments were received by the end of November 1978. The comments were reviewed, reconciled, and incorporated in the CSR where appropriate. The final draft of the proposed CSR is submitted as Appendix A to this report.

9.2 SUMMARY OF WORK REMAINING TO BE DONE

Inasmuch as a new CSR is being proposed, the proponent agency (DAMO-FD) must submit two copies of the double-spaced draft in Appendix A "by coordinated Decision Memorandum to the CSA" (per para 5a(2) of CSR 310-2 dated 20 Jan 78).

Section 10

TASK I - DEFINE AND DEVELOP POLICIES RELATIVE TO THE ARMY MASTER (M) FORCE AND THE FIVE YEAR DEFENSE PROGRAM (FYDP) FORCE

10.1 SUMMARY OF WORK PERFORMED BY SUBTASK

Task I includes two subtasks, quoted in the next two subparagraphs. A summary of the work performed by the GRC Team during 1978 follows each subtask.

Background

Prior to June 1978, the FORDIMS Development Team was proceeding under the premise that there would be a balance between (a) the programed authorized strengths in the Master (M) Force in the FSS, and (b) the "extended" programed authorized end strengths in the P/BS. Under this premise, there could be no change in the aggregated programed authorized strengths of an RCOMD in the M Force (in the FSS) by EDATE, AMSCO, MILID, and/or CIVID without a corresponding change in the P/BS and vice versa. Consequently, programed authorized strength data included in the PBG, Budget, FYDP, and Manpower Requirements Report (which derive data from the P/BS) would always be reflected in the M Force and the RCOMD Management Account (in the FSS).

In June 1978, functional users in DAMO-FD informed the FORDIMS Work Group that the M Force was to be the Army-approved force for planning, programing, and budgeting, but the M Force would not necessarily be constrained by data submitted in the Budget, FYDP, and Manpower Requirements Report, which are prepared under current OSD, OMB and Congressional constraints. This guidance established the requirements for Task I (which was added by contract Mod. P00006).

10.1.1 Subtask I.1

"Define the Army M Force and the FYDP Force and the relationship between these forces in FORDIMS."

Work Performed by GRC Team

The GRC Team participated in numerous meetings with ODCSOPS and ODCSPER functional users and USAMSSA systems developers throughout July, August, September, October, and November of 1978 to receive guidance and to discuss solutions to the problem of identifying in the M Force (a) the data that are "resourced" (i.e., "approved" and "extended" in the P/BS), and (b) the data that are "planned," but not yet "resourced." As a result of these meetings, over a period of several months the GRC Team prepared memorandums and Issue Papers proposing the following four alternatives:

(1) The use of two separate forces in the FSS - a Master Force and a FYDP Force.

(2) The use of a "balancing code" (BALCO) to identify FSS data as either "resourced" or "non-resourced."

(3) The use of a planning AMSCO in the FSS to record programed authorized strengths not balanced by entries in the P/BS.

(4) The use of FICOD "F" and FICOD "P" within the Master Force to differentiate between programing/budgeting data and planning data, respectively, in the FSS.

Alternative (4) was adopted by the FORDIMS FSS Work Group, and the GRC Team prepared a memorandum to Mr. Paul G. Swope, Chief, Systems Development Division, USAMSSA (memorandum, DAMO-FDA, 22 Nov 78, subject: "Planning Data in the Force Structure Subsystem of FORDIMS"), to record the decisions made and to provide formal, official guidance to the FORDIMS

system designers. For convenience of reference and to satisfy contract deliverable requirements, pertinent definitions and policies from the 22 November 1978 memorandum are repeated in Appendix B to this report.

10.1.2 Subtask I.2

> *"Develop proposed policies for managing the M Force and the FYDP Force to maintain the appropriate relationship between these forces. Submit proposed policies to the COTR by 31 December 1978."*

Work Performed by the GRC Team

During the meetings noted in paragraph 10.1.1, above, and later in the memorandums and Issue Papers proposing the various alternatives, the GRC Team addressed policies required to support each alternative. Policies to support the alternative selected (alternative (4) above) were developed and incorporated in the 22 November memorandum to Mr. Swope. They are also included in Appendix B.

10.2 SUMMARY OF WORK REMAINING TO BE DONE

ARSTAF functional users of FORDIMS must be oriented on the definitions and policies established as a result of decisions made in connection with this task (Appendix B). Further, the policies and procedures established must be carefully monitored to ensure that they are, in fact, workable. As a minimum, the tasks described below must be accomplished.

10.2.1 Incorporate Definitions, Policies, and Procedures in the FORDIMS User's Guide

The new definitions, policies, and procedures relative to data in the M Force (in the FSS) and data in the P/BS must be incorporated in the final FSS and P/BS User's Guides.

10.2.2 Include Training on Definitions, Policies, and Procedures in FSS Orientation Training

Careful management of M-Force data will be required on the part of

FSS functional users to ensure maintenance of the integrity of FICOD "F" and FICOD "P" data in the FSS. Procedures to do this must be covered during the initial orientation training classes for functional users of the FSS. This is especially important because the new procedures differ significantly from current procedures.

10.2.3 Monitor Use of New M-Force Definitions, Policies, and Procedures

During the period of initial operation of the FSS and P/BS, the definitions, policies, and procedures established in Appendix B should be carefully monitored to ensure that they are workable and produce the results desired by the functional users. If they do not, appropriate changes must be made.

Section 11
OTHER RELATED TASKS

11.1 SUMMARY OF WORK PERFORMED

In addition to the work performed that can be easily identified with one of the nine specific Mod. P00006 contract tasks discussed in Sections 2 thru 10, during calendar year 1978 the GRC Team worked on a number of other tasks that are either directly or indirectly related to the support of FORDIMS design, development, and implementation. Significant related tasks are summarized below.

11.1.1 The AMSCO Data Base

During 1978 the GRC Team has continued to be extensively involved in planning for the establishment and use of the automated AMSCO Data Base (ADB). FORDIMS will use the ADB as the source of AMSCO and Program Element Data and to provide an edit for AMSCO inputs. The GRC Team participated regularly in AMSCO Work Group proceedings and drafted a statement of functional requirements for the use of the ADB utility field by FORDIMS.

11.1.2 An SOP for Maintenance of the M Force

At the request of the COTR, the GRC Team developed a comprehensive "SOP for Maintenance of the Master Force" which prescribes policies, responsibilities, and procedures for maintaining that force. A smooth draft (41 pages plus 17 inclosures) was delivered to the COTR in late December 1977. Following staffing, user comments were incorporated into a revised draft which was delivered to the COTR on 20 January 1978.

11.1.3 Automating the Five Year Defense Program (FYDP) Forces Update

The Army is required to submit a FYDP Forces Update three times annually - in October following submission of the OSD Budget, in January following submission of the President's Budget, and in May

with the Program Objective Memorandum. Each of these FYDP Updates was being developed manually within ODCSOPS and the COTR requested that the GRC Team develop a "Request for Data Processing Support" (DPR) for automating this update. In October 1977, the GRC Team developed a detailed DPR and delivered it to the COTR for review, staffing, DAMO-FD approval, and forwarding to USAMSSA. This DPR requested that USAMSSA automate the FYDP Forces Update using the current Force Accounting System (FAS) initially and, subsequently, using the FORDIMS FSS when it becomes operational. The DPR provided for: a Preliminary FYDP Forces Update Report, a Final FYDP Forces Update Report, a magnetic tape of this latter report, and a DPPC (Unit Count) Report.

During the first half of 1978, the GRC Team met with representatives of USAMSSA and DAMO-FD to discuss problems associated with this DPR. Following March meetings, the GRC Team developed additional force coding data (TPSNA, UNCLC, RIC, PECOD, and DPPC) for use by the USAMSSA team working on this requirement.

11.1.4 FSS Input Card Formats

During September and October 1978, the GRC Team worked with the USAMSSA FORDIMS Development Team and concerned functional users to redesign the USAMSSA-developed formats of the punched cards to be used for input of bulk data to the FSS. When implemented by USAMSSA, the card formats developed by the GRC Team will give functional users the following improved capabilities:

- A "COPY" function, which permits the user to designate units to be copied from one FICOD to another, has been added.
- A "REDESIGNATE" function, which allows the user to make changes to the UICOD, FICOD, EDATE, and TDATE fields of units, has been added.

- A "multiple forces" capability, which will permit up to five additional forces to be affected by a single FSS card input action, has been added. This capability will exist at the AMSCO level of detail, a feature that does not exist in the current FAS.

In December 1978, the final drafts of the input card formats were sent to USAMSSA for inclusion in FSS system specifications.

11.1.5 Preparation of Agendas and MFRs

Throughout 1978, the GRC Team prepared the agenda for each FORDIMS Work Group Meeting and, subsequent to the meeting, prepared a comprehensive Memorandum For Record (MFR) covering the topics discussed, decisions made, and outstanding problems requiring continuing actions (additional meetings, written responses, etc.). The GRC Team's file of these MFRs provides a useful history of the FORDIMS project at the Work Group level.

11.1.6 Briefing for the Resource Management Study Group

In February 1978, the GRC Team briefed MG H. S. Long and members of his HQDA Resource Management Study Group on the background, objectives, system overview, and development schedule of FORDIMS. In June 1978, the GRC Team met with MG Long a second time to discuss various aspects of force and manpower management.

11.1.7 Briefing for Commander, US Army Concepts Analysis Agency

On 23 March 1978, the GRC Team briefed MG E. C. Whitehead, Commander, US Army Concepts Analysis Agency (USACAA) on the background, objectives, system overview, and development schedule of FORDIMS.

11.1.8 Problems Associated With the Design and Development of VFDMIS

The US Army Computer Systems Command (USACSC) has an active project to design and develop the successor system to FORDIMS, which is

called the Vertical Force Development Management Information System (VFDMIS). USACSC has requested that the GRC Team provide two technical man-years of support to the USACSC VFDMIS Development Team during calendar year 1979 (Contract Mod. P00007).

In order to provide the requested additional support starting on 1 January 1979, at the request of the COTR, members of the GRC Team have made several visits to the VFDMIS Branch of USACSC at the MELPAR Building in Fairfax County, Virginia. The primary purpose of these visits was to receive orientation briefings given by members of the VFDMIS Branch. However, after learning in late November 1978 that the VFDMIS Development Team had an immediate need for a schematic diagram that depicts the operation of the force and manpower management process, the GRC Team developed a diagram entitled: "VFDMIS Concept Schematic - US Army Force and Manpower Management Process." On 8 December 1978, the GRC Team delivered the diagram to USACSC and briefed the VFDMIS Branch on the concepts involved.

11.2 SUMMARY OF WORK REMAINING TO BE DONE

In addition to the tasks outlined in the second paragraphs of Sections 2 thru 10 (i.e., in paragraphs 2.2, 3.2, etc.) the following major tasks have been identified as remaining to be done in 1979 in order to (a) develop a fully operational FORDIMS that will satisfy the requirements of ARSTAF functional users, and (b) support the design and development of VFDMIS.

11.2.1 Assist in Resolution of Problems Associated with Functional User Aspects of System Design and Development of VFDMIS

Prompt action must be taken to identify, define, and resolve functional user aspects of problems which surface during the design and development of VFDMIS.

11.2.2 Develop a Plan for Functional Transition from FORDIMS to VFDMIS

A plan must be developed for the transition from FORDIMS, as the principal HQDA force and manpower management MIS (which is currently scheduled to become fully operational in 1979), to the Vertical Force Development Management Information System (VFDMIS), which is currently scheduled to become operational in 1981 and replace FORDIMS. Development of such a plan involves:

- An analysis of the functional procedures that force and manpower managers will be required to follow using FORDIMS and, later, using VFDMIS as their principal management tool.
- A comparison of those procedures.
- Formulation of a comprehensive transition plan.

Section 12
SUMMARY OF WORK PERFORMED

12.1 GENERAL

The first paragraph under each task discussed in Sections 2 thru 10 of this report (i.e., paragraphs 2.1, 3.1, 4.1, etc.) provides a summary of the work performed by the GRC Team during 1978 on that task, broken out by subtask. Because of the nature of the work, further summarization is not considered practicable. However, to give the reader with limited time a quick picture of GRC Team contributions during the period covered by this report, the following summary tabulation of significant documents submitted to the COTR and/or to other ARSTAF elements during 1978 (Table 7) is provided.

12.2 SIGNIFICANT DOCUMENTS DELIVERED DURING 1978

Table 7 is not a complete list of documents prepared by the GRC Team during 1978. Sections 2 thru 11 mention numerous items of correspondence that are not listed here. For example, Table 6 in Section 6 lists 20 GRC Team papers of various kinds which defined, discussed, and recommended solutions for particular FORDIMS-related problems.

Generally speaking, the Table 7 listing is limited to submissions considered to be particularly significant in terms of content and preparation effort. Table 7 is organized by task, to the extent that this is feasible, and thus corresponds approximately to Sections 2 thru 11 of this report.

Table 7

SIGNIFICANT DOCUMENTS DELIVERED DURING 1978

Item	Date	Subject/Title
TASK A		
(1)	18 Jan 78	"AFP/CBS APCAT/PGM Comparison"
(2)	2 May 78	Request For Data Processing Support: "P/BS-FAS Comparison Report"
TASK B		
(3)	5 Jan 78	"AFP/CBS AMSCO Analysis"
(4)	1 Feb 78	Proposed "P/BS Implementation Schedule"
(5)	6 Mar 78	"AFP/CBS Conversion to P/BS"
(6)	13 Apr 78	"Entry of AFP/CBS Data into FORDIMS P/BS"
(7)	17 Apr 78	Memorandum of Understanding, DAMO-FDA, subject: "Implementation of Phase I P/BS," with 5 Inclosures: • Schematic Diagram of the Phase I P/BS • FORDIMS P/BS Phased Implementation Schedule • Mode 1 - Preparation for Implementation of the Phase I P/BS • Mode 2 - Parallel Operation of the Phase I P/BS and AFP/CBS, and • Mode 3 - Operational Use of the Phase I P/BS.
(8)	24 Apr 78	"Initial Loading of P/BS Data BAse"
(9)	3 May 78	DF, DAMO-FDA, subject: "Memorandum of Understanding on the Implementation of Phase I P/BS," with 1 Inclosure (revised inclosures 3, 4, and 5 to the 17 Apr 78 MOU).
(10)	27 Jun 78	"Initial Loading of the FORDIMS FSS Data Base"
(11)	5 Jul 78	"OPAGY-RCOMD Relationships in AFP/CBS and P/BS"
(12)	17 Aug 78	"FORDIMS P/BS Parallel Operations Test Plan"

Table 7 (Continued)

Item	Date	Subject/Title
TASK C		
(13)	5 Jan 78	Second draft of the "P/BS Data Element Dictionary"
(14)		Incomplete drafts of Volume I, Introduction and Program/Budget Subsystem, of the FORDIMS User's Guide:
	2 Mar 78	(a) First draft, and
	24 Apr 78	(b) Second draft.
(15)	31 May 78	Incomplete draft of Volume II, Force Structure Subsystem, of the FORDIMS User's Guide.
TASK D		
(16)	1 Feb 78	"Plan for Functional User Orientation Training on the FORDIMS Program/Budget Subsystem and Force Structure Subsystem"
(17)	28 Apr 78	Lesson Plans, scripts, and viewgraph transparencies for P/BS training.
(18)	19 May 78	Lesson Plans for FSS training.
TASK E		
		See Table 6 in Section 6
TASK G		
(19)	Jun 78	Appendix C, "Guidance Tracking," to Volume II of the FORDIMS User's Guide, June 1978.
(20)		"Guidance Tracking Implementation Plan":
	28 Jul 78	(a) Initial draft;
	7 Sep 78	(b) Second draft;
	6 Nov 78	(c) Final version, dated October 1978 (sent to the field on 6 Nov 78).
TASK H		
(21)		Proposed CSR, subject: "Management of the Force Development Integrated Management System (FORDIMS)":
	23 Oct 78	(a) Initial draft, and
	31 Dec 78	(b) Final draft (in Appendix A to this report).

Table 7 (Continued)

Item	Date	Subject/Title
TASK I		
(22)	22 Nov 78	Memorandum, DAMO-FDA, subject: "Planning Data in the Force Structure Subsystem of FORDIMS."
(23)	31 Dec 78	Proposed "Definitions and Policies Relative to the Use of FICODs F and P in the Master Force" Appendix B to this report).
OTHER RELATED TASKS		
(24)	20 Jan 78	Proposed "SOP for Maintenance of the Army Master Force"
(25)	12 Jun 78	"FSS Compatibility With VFAS"
(26)		"FSS Card Input Formats":
	27 Sep 78	(a) First draft,
	24 Oct 78	(b) Second draft, and
	30 Nov 78	(c) Third draft.
(27)	20 Nov 78	"VFDMIS Concept Schematic - US Army Force and Manpower Management Process"
(28)	31 Dec 78	Final Report, "Support of FORDIMS Design, Development and Implementation During Calendar Year 1978" (*this report*).
(29)	Various Dates	Agenda and memorandums for record (MFRs) covering all FORDIMS Work Group Meetings during 1978.
(30)	Monthly	Monthly Progress Reports (as of the last day of each month).

Appendix A

DRAFT OF PROPOSED CSR, MANAGEMENT OF THE FORCE DEVELOPMENT INTEGRATED MANAGEMENT SYSTEM (FORDIMS)

A.1 BACKGROUND

Contract Task H (covered in Section 9 of this report) requires the drafting, staffing, and finalization of a comprehensive CSR that will clearly define and delineate staff responsibilities for FORDIMS.

A.2 DRAFT CHIEF OF STAFF REGULATION

A final draft of a proposed CSR entitled: "Management of the Force Development Integrated Management System (FORDIMS)" begins on the following page. This draft incorporates comments received from concerned elements of the Army Staff (see Section 9 for a list of the ARSTAF divisions that received copies of the initial draft of this CSR for comment or concurrence).

Dec 78 DRAFT

Effective until _____ unless sooner rescinded or superseded

CHIEF OF STAFF REGULATION)
NO. _____)

DEPARTMENT OF THE ARMY
OFFICE OF THE CHIEF OF STAFF
Washington, D.C. _____ 1978

MANAGEMENT

Management of the Force Development Integrated Management System (FORDIMS)

1. PURPOSE. This regulation prescribes the objectives, responsibilities, and procedures for the management of the Force Development Integrated Management System (FORDIMS).

2. REFERENCES.

a. CSR 11-3, Army Five Year Defense Program, 21 Feb 78, w/C1 dtd 13 Apr 78.

b. CSR 11-5, Staff Responsibilities and Relationships of FYDP Major Program/Program Element Directors, 12 Oct 77, w/C1 dtd 25 Aug 78. (Will be revised by 1 Mar 79.)

c. CSR 11-6, Program and Budget Guidance, 25 Aug 75. (Will be revised by 1 Mar 79.)

d. CSR 11-23, Total Force Analysis, 9 Jul 75.

e. CSR 11-24, Force Structure Procedures, 1 Oct 75.

f. CSR 18-11, Force Development Management Information System, 18 Feb 76. (Will be revised by 1 Mar 79.)

g. CSR 37-4, Army Staff Budget Responsibilities, 23 Dec 77, w/C1 dtd 11 Jul 78. (Will be revised by 1 Mar 79.)

h. CSR 310-44, The Army Authorization Documents System, 26 Feb 76. (Will be revised by 1 Mar 79.)

i. CSR 570-5, Determination and Presentation of Civilian Manpower Requirements, 25 Mar 72. (Will be revised by 1 Mar 79.)

j. AR 1-1, The Army Planning, Programing and Budgeting System, 25 May 76. (Will be revised by 1 Mar 79.)

k. AR 10-5, Organization and Functions, Department of the Army, 1 Apr 75. (Will be revised by 1 Mar 79.)

l. AR 37-15, Budget Development and Review, 31 Mar 66, w/C1 dated 15 Aug 66.

m. AR 37-100, Account/Code Structure, 25 Nov 77.

n. AR 310-31, Management System for Tables of Organization and Equipment (The TOE System), 2 Sep 74.

o. AR 310-49, The Army Authorization Documents System (TAADS), 10 Jun 75. (Will be revised by 1 Mar 79.)

p. AR 570-4, Manpower Management, 17 Nov 75. (Will be revised by 1 Mar 79.)

q. AR 570-8, Army Management Headquarters Activities (AMHA), 4 Nov 75. (Will be revised by 1 Mar 79.)

r. FORDIMS User's Guide, published in three volumes:

Volume I - Introduction and Program/Budget Subsystem

Volume II - Force Structure Subsystem

Volume III - Authorizations Subsystem

3. BACKGROUND.

a. The following previously separate, major HQDA management information systems (MIS) were integrated to form FORDIMS:

- The Army Force Program (AFP),
- The Civilian Budgeting System (CBS),
- The Force Accounting System (FAS), and
- The HQDA portion of The Army Authorization Documents System (TAADS).

b. FORDIMS is an automated system used at HQDA to support force structuring and manpower management. FORDIMS consists of three subsystems:

(1) Program/Budget Subsystem (P/BS) - Used to assist in program

ing, budgeting, allocating, and managing civilian and military manpower and related civilian manpower costs.

(2) Force Structure Subsystem (FSS) - Used to support development and management of the Army force structure at the unit level of detail.

(3) Authorizations Subsystem (AS) - Used to support and administer The Army Authorization Documents System (TAADS) at HQDA.

A detailed description of FORDIMS can be found in reference 2r.

4. OBJECTIVES. The basic objectives of FORDIMS are to:

a. Provide more accurate and timely force and manpower management, and civilian manpower costing data to the Army Staff.

b. Automate the production of manpower reports and maintenance of manpower records previously produced and maintained manually by the DA Staff.

c. Eliminate the redundancy of data in the HQDA force structure and manpower management data base.

d. Provide a means for maintaining a logical and auditable relationship among force structure and manpower data in Program Budget Guidance, budget exhibits, the FYDP, the Master Force, the Manpower Requirements Report, and authorization documents.

e. Reduce USAMSSA's system maintenance requirements by providing greater flexibility for system modifications.

5. RESPONSBILITIES.

a. The Director of Force Management, ODCSOPS, HQDA (DAMO-FD) has overall staff coordination responsibility for the operation of FORDIMS. His related responsibilities include:

(1) Functional proponency of:

(a) FORDIMS as a whole (i.e., for the integration and interfacing of its three subsystems);

(b) The Force Structure Subsystem (FSS); and

(c) The Authorizations Subsystem (AS) as a whole; however, DAPE-MB and DALO-PL are the functional proponents for data that appear in Sections II and III, respectively, of MTOE/TDA.

(2) Initial balancing of Master (M) Force data in the FSS with P/BS data.

(3) Maintenance of the M Force in the FSS and its balance with the P/BS.

(4) Approval of command-initiated changes to their force structure; and, in coordination with DAPE-MB, prompt review and approval of command-initiated changes to their manpower program.

(5) Monitorship of the RCOMD Management Account to insure prompt action by commands to allocate HQDA-directed manpower changes to units (in Command Plans) so those changes can be reflected in documentation and in the computation of detailed manpower requirements.

(6) Prompt resolution of discrepancies between:

(a) Command Plans and HQDA guidance; and

(b) Data in the FSS and authorization documents submitted by the commands.

(7) Monitorship of the FSS and AS to ensure prompt documentation of programed changes to key data.

(8) Final approval authority for all MTOE/TDA documents to be entered in the AS (after approval of Sections II and III by DAPE-MB and DALO-PL, respectively).

b. The Director of Manpower, Plans and Budget, ODCSPER, HQDA (DAPE-MB) has primary responsibility for the operation of FORDIMS within ODCSPER. His related responsibilities include:

(1) Functional proponency of the P/BS for military end strengths and manyears, civilian end-strengths, and full time permanent positions; and joint functional proponency with DACA-OM for civilian manyears.

(2) Assistance to DAMO-FD in the initial balancing of FSS Master Force data with data in the P/BS.

(3) Issuance of manpower guidance to commands and the entry of appropriate data into the P/BS.

(4) Approval of command-initiated changes to their manpower program; and, in coordination with DAMO-FD, approval of manpower changes associated with command-proposed changes to their force structure.

(5) Functional proponency for those AS data elements that appear exclusively in Section II of MTOE/TDA.

c. The Director of OMA, OCA, HQDA (DACA-OM) has primary responsibility for the operation of FORDIMS within OCA. His related responsibilities include functional proponency of the P/BS for civilian costing data and joint functional P/BS proponency (with DAPE-MBA) for civilian manyears.

d. The Director of Plans, Readiness and Systems, ODCSLOG, HQDA (DALO-PL) has primary responsibility for the operation of FORDIMS within ODCSLOG. His related responsibilities include functional proponency of those AS data elements that appear exclusively in Section III of MTOE/TDA.

e. Other Army Staff elements having functional proponency responsibilities for one or more FORDIMS data elements are listed in paragraph 6a, below, and in Appendixes A, B, and C.

f. The Director of USAMSSA (ACAM-ZA) is responsible for providing data processing support to FORDIMS and for providing automated interfaces between FORDIMS and the Vertical Force Accounting System (VFAS), between FORDIMS and The Army Authorization Documents System (both the Vertical TAADS (VTAADS) and the Installation TAADS (ITAADS)), and between FORDIMS and the Programing and Budgeting System (PROBUS).

6. ENTRY OF DATA.

a. The elements of the Army Staff that are authorized to add, change, or delete data (or to approve additions, changes, or deletions to be entered by another staff element); to approve or extend resource allocation change actions; or to approve or disapprove MTOE/TDA documentation actions are those indicated below for each of the FORDIMS subsystems.

Responsible Organizational Element	FORDIMS Subsystem and Appendix P/BS	FSS	AS	Remarks
DACA-OMP	A			
DALO-PLF			C	MTOE/TDA Section III
DAMO-FDA		B		
DAMO-FDF		B		
DAMO-FDP		B		
DAMO-FDU			C	MTOE/TDA*
DAMO-ODM		B		
DAMO-ODO		B		
DAMO-ODR		B		
DAPE-MBA	A		C	MTOE/TDA Section II
DAAR		B		
NGB		B		

*DAMO-FDU enters the entire document for satellited activities.

b. Appendixes A, B, and C categorize all FORDIMS data elements by subsystem and organizational element having the data input or approval-to-input responsibility:

Program/Budget Subsystem - Appendix A
Force Structure Subsystem - Appendix B
Authorizations Subsystem - Appendix C

When requested to do so, USAMSSA is authorized to input bulk data that has been approved for input by the responsible organizational element indicated in the appendixes.

7. P/BS APPROVALS AND EXTENSIONS

a. Resource Allocation Guidance Categories. The P/BS maintains resource allocation change data in three distinct categories: unapproved, approved, and extended. (These terms are explained in Chapter 1, Part II, Volume I, of reference 2r.)

(1) Unapproved guidance consists of actions that are still in process at HQDA and which are not authorized to be released to the field. These data are only shown in working reports and do not impact any current position.

(2) Approved guidance consists of actions that have been staffed and approved, but have not yet been extended to the field, will not be included in PBG reports, but will be included in budget and FYDP submissions.

(3) Extended guidance consists of approved resource allocation changes which have been released to the field or which are authorized to be sent to the field either prior to or in the next PBG. Extended guidance impacts both the current Budget position and the current PBG position.

b. How the P/BS Handles Resource Allocation Change Actions. All resource allocation change actions are considered to be in an unapproved state when initially entered into the system. The act of moving an action from the unapproved state to the approved state within the unextended category is called approval. This is a specific P/BS transaction. The act of moving an action from the approved to the extended state (redesignating the action as extended) is called extension. Extension is also a specific P/BS transaction. A transaction can be approved and extended directly from the unapproved state; this is also called extension. (See Appendix A.)

c. Entry of Civilian Manpower Data in the P/BS.

(1) DAPE-MBA will enter programed end strength, full-time permanent, and man-year changes into the FORDIMS P/BS Audit File in an "unapproved" status. These changes will remain in an unapproved status until DAPE-MBA has coordinated the action with DACA-OMP and Program/Appropriation Directors. After coordination has been completed and when DACA-OMP concurs, DAPE-MBA will, by separate instructions to the system, cause the action to be "approved." At that time the action will update all appropriate data elements in the P/BS Main File. After this update has occurred, and after the action has been either included in a Budget submission or disseminated to the field (i.e., "extended"), the initial action will no longer be subject to modification and a new action will be required to change the data in the P/BS Main File.

(2) DACA-OMP will:

(a) Enter civilian costing data in FORDIMS in an "unapproved" state. The routine coordination of changes to such data with other staff agencies is not required. OCA is responsible for approval of civilian costing data.

(b) Have requirements to change programed civilian man-year data in FORDIMS without any corresponding end strength changes. In such cases, the action changing man-years will be entered in the audit file in an "unapproved" state. DACA-OMP will then coordinate these changes with the Program/Appropriation Director(s) concerned and with DAPE-MBA. After coordination has been completed, DACA-OMP, by separate instructions to the system, will cause the OCA man-years action to be "approved." At that time the action will update man-year data in the P/BS Main File. After this update has occurred, and after the action has been either included in a Budget submission or disseminated to the field (i.e., "extended"), the initial action will no longer be subject to modification and a new action will be required to change the data in the P/BS Main File.

8. SUBSYSTEM BALANCE WITHIN FORDIMS

a. Balance responsibilities. As stated in paragraph 5a(6) above, DAMO-FD has overall Army Staff coordination responsibility for the maintenance of a continuing balance among the three subsystems of FORDIMS. However, responsibility for maintenance of the balance between the P/BS and FSS is shared with DAPE-MB.

b. Balance between the P/BS and FSS. Between these two subsystems the balance is maintained in programed authorized strengths, both military and civilian.

(1) The military balance is an RCOMD balance by Military Identity (MILID) and AMSCO. For a given "as of" date (for example, "as of" the end of the Budget Fiscal Year), the programed authorized military end strength for an RCOMD in the P/BS should equal the sum of the authorized military strengths in the UICs of the RCOMD in the FSS plus the military balance in the FSS Management Account for the RCOMD (strength data are stored in the P/BS).

(2) The civilian balance is an RCOMD balance by Civilian Identity (CIVID) and AMSCO. For a given "as of" date, the programed authorized civilian end strength of a RCOMD in the P/BS should equal the sum of the civilian authorized strengths in the UICs of the RCOMD in the FSS plus the civilian balance in the FSS Management Account for the RCOMD (strength data are stored in the P/BS).

c. Balance between the AS and FSS. Between these two subsystems the balance is maintained between documented and programed authorized and required military and civilian strengths. For the EDATE of an authorization document, the documented authorized military and civilian strengths for a UIC in the AS should equal the programed authorized military and civilian strengths for that UIC in the FSS by MILID, CIVID, and AMSCO. The same is true for required strengths (which do not exist in the P/BS).

9. RECONCILIATION OF COMMAND INPUTS WITH FORDIMS DATA

a. Command Plans.

(1) Upon receipt of a Command Plan at HQDA, the responsible Force Manager in DAMO-FDP will compare it with HQDA guidance in the P/BS by: ACTNO, RCOMD, AMSCO, MILID, CIVID, EDATE, and, if applicable, TDATE. In the case of HQDA guidance directed to a specific UIC, the comparison will also ensure that the guidance has been applied to the designated UIC. In the case of Command Plans submitted via VFAS, USAMSSA will perform the comparison using FORDIMS and provide a report to the Force Manager in DAMO-FDP. Command Plans submitted in the form of marked-up FSS reports will be compared manually by Force Managers in DAMO-FDP or they will be key punched and compared by automated means (through USAMSSA).

(2) DAMO-FDP Force Managers will address and resolve any mismatch problems identified during this comparison directly with the command concerned and/or with DAPE-MBA. The mismatch will then be corrected by either:

(a) Changing the Command Plan, or

(b) Changing HQDA guidance in the P/BS to correspond with the Command Plan. (Note: This may necessitate entry of changes in the P/BS by DAPE-MBA and in the FSS by DAMO-FDP.)

b. TAADS Documentation.

(1) Upon receipt of a TAADS document at HQDA, FORDIMS will compare the document with the appropriate unit subset in the FSS Master (M) Force by: UICOD, EDATE, MILID, CIVID, and AMSCO. If there is an exact match between the document and the M Force, the document will be accepted for routine processing within the Army Staff. If there is a mismatch, it will be reported to the Force Manager in DAMO-FDP and the Command Manager in DAMO-FDU.

(2) If the above data do not match, the Force Manager in DAMO-FDP will coordinate with the concerned command to resolve the discrepancies. When resolved, one of the following actions will be taken:

(a) DAMO-FDU will ensure that the document is changed by DAPE-MBA to reflect the correct (i.e., the FSS position) data;

(b) DAMO-FDU will require the command to resubmit the document with corrected data (if changes are complex or extensive);

(c) DAPE-MBA and/or DAMO-FDP will change the manpower and/or force programs at HQDA (in the P/BS and FSS, respectively) to correspond with the document (i.e., the MACOM position); or

(d) Some combination of (a) and (c) or (b) and (c), above.

BY DIRECTION OF THE CHIEF OF STAFF:

DISTRIBUTION:
A

JOHN R. McGIFFERT
Lieutenant General, GS
Director of the Army Staff

Appendix A

P/BS DATA INPUT RESPONSIBILITIES

Each of the 81 P/BS data elements listed below is defined and described in Appendix D to FORDIMS User's Guide Volume I, Introduction and Program/Budget Subsystem. The cost or value to be input for each mnemonic is determined by the responsible individual in DAPE-MBA or DACA-OMP, as indicated by the column headings, or the value is generated by FORDIMS using available data (from other MIS or through internal calculations).

DAPE-MBA	DAPE-MBA or DACA-OMP	DACA-OMP		System Generated
ACIVC	ACTNO	ADSAL	LAPS1	APCAT
AENLC	ACTOF	ADSCO	LAPS2	BASOP
AFTPC	AGNCY	AUCCO	LAPS3	BBENE
AOFFC	AMSCO	AYSAL	MDAYS	BGSTR
APCIV[2/]	AMYRC	AYSCO	MYRCO	CIVID
APENL[2/]	APMYR[2/]	BBECO	OTICO	DPCAT
APFTP[2/]	CTYPE	BCOMP	OTIME	FNCAT
APOFF[2/]	DAGUD	BCOCO	OTPCO	FYEAR
APWOF[2/]	DOCMT	BEPCO	OTPER	IDATE
AWOFC	DTDTG	BEPER	SVPAY	MACOM
COMPO	EDATE	FECMP	SVPER	OPRGM
EXCIV[2/]	EXMYR[2/]	FEPER		PECOD
EXENL[2/]	FICOD			PPDSA
EXFTP[2/]	FLSYM	For Entry of		PROGM
EXOFF[2/]	LITEM	Prior Year		SBPGM
EXWOF[2/]	RCOMD	Actual Data [3/]		SORCE
PPDSE	SUBJT			UDATE
PPDSO	TCODE[1/]	APMYR	EXMYR	UTIME
PPDSW	TDATE	APCIV	EXCIV	
UICOD	TDPUR	APFTP	EXFTP	

1/ Among other things, TCODE entries are used to indicate that P/BS actions are "approved" or "extended" (see para 7 of basic CSR). The TCODES are listed in Appendix D to Volume I of the FORDIMS User's Guide.

2/ "Approved" and "extended" data are not actually "input"; instead, the status of data already in the data base in an "unapproved" status is changed to "approved" or "extended" by entry of an appropriate TCODE.

3/ These data elements are used by DACA-OMP for entry of "actual" data for "prior years" only (through use of an appropriate TCODE).

Appendix B

FSS DATA INPUT RESPONSIBILITIES

Each of the 116 FSS data elements listed below is defined and described in Appendix D to FORDIMS User's Guide Volume II, Force Structure Subsystem. The code or value to be input for each mnemonic is determined by the responsible individual in DAMO-FDA, DAMO-FDF, DAMO-FDP, DAMO-ODM, DAMO-ODO, DAMO-ODR, DAAR, or NGB, as indicated by the headings, or the value is generated by FORDIMS using available data (from other MIS, Command Plans, or internal calculations).

DAMO-FDA

FMTCD	MBSTA	SORCE	TCODE

DAMO-FDF or -FDP

ACTCO	AMSCO	CARSS	LEVEL	PRFND	SBCOM	TPSNA
ADCON	AOFFP	COMPO	MACOM	PRIDH	SBTTL	TYPCO
ADCO1	ARLOC	CPLAN	MATTL	PROFF	SPARA	UICOD
ADCO2	AUSDP	DSCMP	MBSTA	PRUSD	SPLIT	ULCCC
ADCO3	AUTHR	EDATE	OPAGY	PRWOF	SRCOD	UNCLC
ADCO4	AWOFP	FICOD	OPTTL	RCDES	SRCTO	UNMBR
AENLP	BACTC	FNCAT	PMIND	RCOMD	STAFA	UNPID
AFNDP	BASIS	FORCO	PRENL	RCTTL	STATS	UNTDS
AIDPH	BRNCH	INTEN				

DAMO-FDF (exclusively)

ELSEQ	GOCOM	GOTTL	MARCM	MRTTL	OPDAT	RICOD

DAMO-ODM

EDATE	ROBCO	REPCO	MBCMD	MBLOC	MBPRD

DAMO-ODO

EDATE	ROBCO	REPCO	MBCMD	DPMNT

DAMO-ODR

EDATE	ROBCO	DAMPL	DAPPL	EFFAC	NETCO

DAAR or NGB

ASDEN	ASDOF	ASDWO

NGB (exclusively)

FEDRD

System Generated, Command Plan, or Other MIS

ACIVP	CATCO	GELOC	PAFND	PAWOF	PECOD	SBPGM
ACTNO	CCNUM	JCSTY	PAIDH	PDSAG	PRCIV	STNNM
AMILP	CHGNR	LOCCO	PAMIL	PDSEN	PRMIL	UDATE
APCAT	DOCNO	PACIV	PAOFF	PDSOF	PROGM	UTIME
ASDAG	DPCAT	PAENL	PAUSD	PDSWC		

Appendix C

AS DATA INPUT RESPONSIBLITIES

Each of the 87 AS data elements listed below is defined and described in Appendix D to FORDIMS User's Guide Volume III, Authorizations Subsystem. The code or value to be input for each mnemonic is determined by the responsible individual in DAMO-FDU, DALO-PLF, or DAPE-MBA; or by the MTOE/TDA proponent command; or the value is generated by FORDIMS.

MTOE/TDA Proponent*

AMSCO	CLASS	IDENT	MACOM	PARTL	SCCNO	SRCOD
ASICO	DEDTE	LEVEL	MOSCO	POSIT	SDOCN	STEXT
AUSTR	DOCNO	LICCO	NOMEN	PRMK1	SEQNO	SUBCO
AUTEQ	EDATE	LINNO	NSRMK	PRMK2	SQFLD	UICOD
BRNCH	EQRMK	LINUM	OLDSU	REQEQ	SQICO	UNTDS
CCNUM	GRADE	LNAME	PARNO	RTEXT		

*The MTOE/TDA document proponent makes the initial code or value determination and entry through VTAADS (DAMO-FDU make entries for satellited commands); however, responsible elements of the Army Staff can make corrective entries when necessary (i.e., DAMO-FDU can correct Section I entries, DAPE-MBA can correct Section II entries, and DALO-PLF can correct Section III entries). Responsibilities assigned by CSR 310-44 are valid and continue in effect.

System Generated

ATCOD	AUOFF	DDMBP	DTCMD	PURST	RQIDH	SHPNO
AUAGR	AUUSD	DEDIT	DTREC	RQAGR	RQOFF	SORCE
AUCIV	AUWOF	DIARL	FRCMD	RQCIV	RQSTR	TOETL
AUENL	CATCO	DIARP	PHASE	RQENL	RQUSD	TYPCL
AUFND	CICCO	DIPRO	PUAST	RQFND	RQWOF	TYPRO
AUIDH	DDMBL					

DAMO-FDU, DALO-PLF, or DAPE-MBA

BCCNO	BDOCN	CHGNR	FRCMD	MESSG	REQCO	SPARA

DALO-PLF (exclusively)

DLOGA

DAMO-FDU (exclusively)

DOPSA INCDE

DAPE-MBA (exclusively)

DPERA

Appendix B

DEFINITIONS AND POLICIES RELATIVE TO THE USE OF FICODs F AND P IN THE MASTER FORCE

B.1 BACKGROUND AND PURPOSE

This appendix responds to contract Task I (covered in Section 10 of this report).

B.1.1 Background

Initially, the development of FORDIMS was based upon the premise that the aggregated programed authorized strengths of the units in a given RCOMD of the M Force (in the FSS) plus the net programed authorized strength changes for that RCOMD that have not yet been spread to units of the RCOMD by the MACOM concerned would always equal the "extended" programed authorized end strengths for that RCOMD in the P/BS by EDATE, AMSCO, MILID, and CIVID. However, ARSTAF functional users subsequently stated a requirement to include certain force "planning data" in the M Force for which manpower has not yet been programed and extended (or "resourced") in the P/BS. This M Force "planning data" must be clearly identified in the FSS data base so that it can be distinguished from M-Force data included, or to be included, in the P/BS-produced PBG, Budget, FYDP, and Manpower Requirements Report. In the Force Accounting System (FAS), planning data has always been included in the M Force in the form of "future subsets"; however, this new ARSTAF user requirement necessitates identification of planning data in the M Force, particularly manpower data, that is not firm enough to be included in the four P/BS-produced reports mentioned above. This new functional requirement resulted in the addition of Task I to this contract (in Mod. P00006).

B.1.2 Purpose

This appendix defines the M Force and its elements and prescribes policies and procedures for differentiating within FORDIMS between (a)

M-Force data that are approved by the ARSTAF for planning purposes only but not yet approved for programing and budgeting (i.e., not to be included in PBG, Budget, FYDP, and Manpower Requirements reports); and (b) data that have been approved for inclusion in the aforementioned P/BS reports and extended to the field.

B.2 DEFINITIONS

The following subparagraphs define and explain the underlined headings. In other words, they go beyond simple definition.

B.2.1 Master Force (M Force)

The Army Master Force (M Force) is that force, resident in the FORDIMS FSS data base, that is approved within HQDA for planning for all years, for budgeting for the current year and budget year, and for programing for the years covered by the Five Year Defense Program (FYDP). The M Force includes all components of the Army.

The M Force is made up entirely of unit-level data coded either FICOD "F" or FICOD "P" (defined below). If the same unit exists with both FICODs, the FICOD-P data replace FICOD-F data for the time period for which FICOD-P data exist. In other words, the M Force is formulated as follows:

> M Force = (all FICOD-F units) minus (FICOD-F data superceded for planning only by FICOD-P data) plus (the FICOD-P superceding data for those FICOD-F units) plus (all FICOD-P unit data for units not in FICOD F).

The entry of M-Force units and their associated data in the FSS is controlled by DAMO-FDP for the Active Army for the current and budget year, and by DAMO-FDF for the Active Army for the program years and for

the Reserve Components for all years. Such entries are subject to normal staff coordination but are not necessarily constrained by OSD programing and budgeting decisions.

B.2.2 FICOD "F"

Force Identification Code (FICOD) "F" is used to identify those units and their associated data, including manpower data, in the M Force that are approved for inclusion in appropriate PBG, Budget, FYDP, and Manpower Requirements reports and also, in the case of manpower data, have been "extended" to the field.

Manpower programed for FICOD-F units in the M Force (FSS) must be balanced by manpower programed in the P/BS which has been approved and extended by RCOMD, EDATE, AMSCO, MILID, and CIVID. Changes to manpower programed for FICOD-F units in the FSS must be entered through the P/BS and then be "extended" to the FSS so that the balance between the P/BS and FSS is maintained. These changes must cite a valid P/BS Action Number (ACTNO) as the "reason for change" in order to maintain the FSS manpower audit trail for FICOD F. Planned units and planning data changes for units already programed can be included in the M Force in FICOD F provided that manpower resources for them are entered in the P/BS and extended to the FSS with a valid ACTNO.

B.2.3 FICOD "P"

Force Identification Code (FICOD) "P" is used to identify:

(a) Those units and their associated manpower and other data that have been added to the M Force for planning purposes only (and not for programing and budgeting purposes.

(b) Planning data changes for FICOD-F units already in the M Force but whose programed data are to be changed in whole or in part for planning purposes only.

(c) Units in the M Force that are tentatively planned for inactivation at some future date (but are currently programed in FICOD F beyond that date).

(d) All changes to FICOD-P units.

All data carrying a FICOD P must be changed to a FICOD F if and when it is entered in the P/BS and approved and extended.

B.3 POLICIES AND PROCEDURES

The following policies/procedures are proposed for the management of the M Force.

B.3.1 Changes to FICOD-F and FICOD-P Data in the M Force

In M-Force reports, FICOD-P data will be displayed instead of FICOD-F data where both apply for a given unit on a given EDATE. Once FICOD-P data have been entered for a unit, changes will be made as follows:

(a) FICOD-F strength changes will be applied routinely to FICOD-P data; however, if the SRCOD is different for the UICOD in FICODs F and P, the FICOD-F strength change will not be applied to FICOD-P strengths. Strength changes are defined as any change to programed required or authorized strengths by UICOD, RCOMD, AMSCO, MILID, CIVID, and/or EDATE. (The exception to this rule is that there will be provisions in FORDIMS for automatic conversions from one AMSCO to another whether or not the SRCOD is different in FICODs F and P, since such one-to-one conversions are not considered to be strength changes.)

(b) FICOD-F descriptive data changes (as opposed to strength data changes described in (a), above) will be applied to FICOD-P UICOD data only if the original data in both FICODs are equal on the EDATE of the change.

(c) FICOD-P changes will not be applied to FICOD-F data.

B.3.2 Examples of Use of FICOD-F and FICOD-P Data

Two examples of the use of FICOD-F and FICOD-P data follows:

Example 1 - Assume that FICOD F includes three OSD-controlled units of a particular type (UICODs A, B, and C) with EDATEs of 1 Jan 78 and the Army plans to add a fourth unit of the same type (UICOD D) on 1 July 1981; however, the UICOD-D unit is not yet "resourced."

EDATE	FICOD F	FICOD P	M Force
1 Jan 78	A		A
1 Jan 78	B		B
1 Jan 78	C		C
1 Jul 81		D	D

Considering only these four UICODs, FSS-produced FICOD-F reports for EDATE 1 July 1981 will show only UICODs A, B, and C; FICOD-P reports will show only UICOD D; and M-Force reports will show UICODs A, B, C, and D. P/BS reports (including PBG documents, Budget Reports, Manpower Ledgers and Audit Trails, DPCAT Reports, AMHA Reports, and FYDP Updates) will include only the programed authorized manpower for UICODs A, B, and C (i.e., D will not be included).

Example 2 - If a unit with UICOD X had a programed authorized FICOD-F strength of 400 effective 1 Oct 79 and 450 effective 1 Oct 82, and an initial planned FICOD-P programed authorized strength of 500 effective 1 Oct 81, FSS reports would show programed authorized strengths for UICOD X as follows:

EDATE	FICOD F	FICOD P	M Force
1 Oct 79	400		400
1 Oct 81	400	500	500
1 Oct 82	450	550	550

B.3.3 Other Uses of FICOD-F and FICOD-P Data

In addition to the M-Force reports described in paragraph B.3.1, above (which will display FICOD-P data instead of FICOD-F data where both apply for a given EDATE), FORDIMS must also be capable of producing a special report showing for each UICOD both the FICOD-F and FICOD-P data for all EDATES from the current date to infinity. This report may be disseminated to MACOMs for planning purposes at selected times.

Only FICOD-F data will be:

- Reported in MACOM Command Plans
- Included in the force sent to the MACOMs on the 25th of each month in connection with guidance tracking and manpower accountability
- Documented in VTAADS and the FORDIMS AS
- Compared in the P/BS guidance-Command Plan compare
- Compared in the FSS-AS document compare

FICOD-P data for a unit will frequently be copied into FICOD F. When this is done, all FICOD-P data for that UICOD and EDATE will replace existing FICOD-F data for that UICOD and EDATE. When this occurs, however, any change in programed authorized strengths must be entered in the P/BS so that the P/BS ACTNO can be cited as the "reason for change" in the FSS FICOD-F audit trail. For the most part, only FICOD-P data will be copied into FICOD F; however, FORDIMS will include the capability to copy data into FICOD F from forces with FICODs other than P when required.

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